

COMMERCE

M A G A Z I N E

AUGUST, 1949

25 CENTS

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U. S. D. A. photo

e \$2,000,000,000-a-year manufactured feed industry is producing a minor revolution on American farms . . . and breakfast tables

“Breakfasts . . . Factory-Made”—See Page 13

America's amazing Underground— and how it works for you



THERE are enough miles of oil and natural gas pipe lines in the U.S.A. to circle the world at the equator 16 times!

How come? Crude oil pipe lines amount to 140,000 miles. Add an extra 20,000 miles of oil products pipe lines. And natural gas pipe lines alone measure 242,000 miles. This whole underground network makes a whopping total of 402,000 miles.

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able to *all* of us, wherever we live . . . they've brought gas heating to many parts of the country. They are vital to national defense. And pipe-line service is growing. Last year 14,821 more miles were placed in operation.

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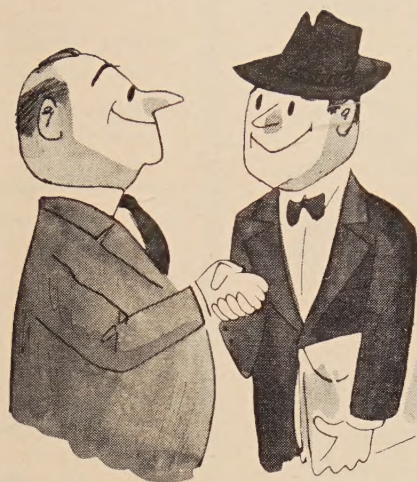
Helping to Build a Better America



The Salesman Who Loved His Wife!



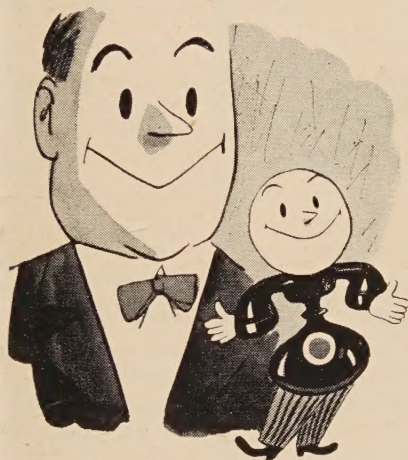
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Calls Long Distance for appointments!



And keeps the wife and kiddies happy:
Calls home often—says, "It's Pappy!"



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To clinch a sale—or tell a tale—there's nothing gets you there quicker, cheaper than Long Distance. A minute or two, as a rule, is all it takes! And such low rates—lower still after 6 P. M. and all day Sunday! Make that call tonight!



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Pittsburgh, Pa.	1.15	.75
Topeka, Kan.	1.25	.85
Toledo, O.80	.50

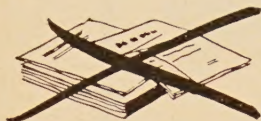
(Plus Federal Tax)

Rates to many other places are shown in the front pages of your telephone directory.

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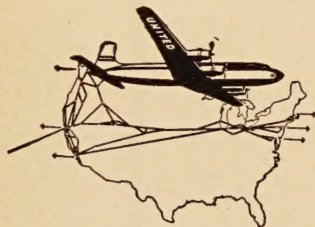


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STATISTICS OF CHICAGO BUSINESS

	June, 1949	May, 1949	June, 1948
Building permits	650	557	8
Cost	\$17,095,200	\$10,012,600	\$19,633,5
Contracts awarded on building projects, Cook Co.	1,063	956	1,0
Cost	\$26,911,000	\$25,138,000	\$46,675,0
(F. W. Dodge Corp)			
Real estate transfers	5,516	5,346	6,99
Consideration	\$5,456,370	\$5,091,546	\$6,879,6
Department store sales index	222.4 ¹	226.8	251
(Federal Reserve Board)			
(Daily average 1935-39 = 100))			
Bank clearings	\$3,167,097,458	\$2,879,308,884	\$3,355,758,88
Bank debits to individual accounts:			
7th Federal Reserve District	\$15,644,000,000	\$14,973,000,000	\$16,240,000,00
Chicago only	\$8,399,412,000	\$7,852,551,000	\$8,626,931,00
Chicago Stock Exchange transactions:			
Number of shares traded	479,561	498,000	758,00
Market value of shares traded	\$10,877,250	\$12,852,024	\$22,964,72
Railway express shipments, Chicago area	1,210,606	1,227,782	1,566,52
Air express shipments, Chicago area	45,084	43,402	55,49
L.C.L. merchandise cars	25,156	23,167	28,27
Electric power production, kwh.	940,590,000	936,670,000	916,662,000
Revenue passengers carried by Chicago Transit Authority lines:			
Surface Division	61,292,558	62,960,707	69,372,34
Rapid Transit Division	13,562,659	13,759,837	14,498,66
Postal receipts	\$8,906,958	\$8,846,827	\$7,988,400
Air passengers:			
Arrivals	144,994	131,846	119,699
Departures	150,565	135,514	123,677
Consumers' Price Index (1935-39 = 100)	175.9	174.2	176.2
Live stock slaughtered under federal inspection	460,727	439,608	535,049
Families on relief rolls:			
Cook County	24,981	24,624	15,326
Other Illinois counties	19,421	18,353	12,694

¹—Preliminary figures.

SEPTEMBER, 1949, TAX CALENDAR

Date Due	Tax	Returnable to
1	Second installment of 1948 Real Estate taxes becomes delinquent on this date and subject to penalty of one per cent per month thereafter	County Collector
15	Employers who withheld more than \$100 during previous month pay amount withheld to	Authorized Depository
15	Illinois Retailers' Occupation Tax return and payment for month of August	Director of Revenue
15	Third quarterly installment of 1948 Federal Income Tax by Corporations and Fiduciaries	Collector of Internal Revenue
15	Payment of one-quarter of 1949 estimated tax found due March 15, or one-third of the balance of 1949 estimated tax found due June 15. (Those required to file declaration for first time, or making revised declaration, pay one-half of balance of 1949 estimated tax)	Collector of Internal Revenue
30	Federal Excise Tax return and payment due for August, 1949	Collector of Internal Revenue

COMMERCE

M A G A Z I N E

PUBLISHED SINCE 1904

BY THE CHICAGO ASSOCIATION OF COMMERCE AND INDUSTRY
1 NORTH LA SALLE STREET, CHICAGO 2 • FRANKLIN 2-7700

VOL. 46

NO. 7

AUGUST, 1949

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Published monthly by The Chicago Association of Commerce and Industry, with offices at James and North Cook Streets, Barrington, Ill. and 1 North LaSalle Street, Chicago 2, Ill. Subscription rates: domestic \$2.00 a year; three years \$5.00; foreign \$3.00 a year; single copies 25 cents. Reentered as second class matter June 2, 1948, at the Post Office at Barrington, Ill., under the act of March 3, 1879. Copyright 1949, by the Chicago Association of Commerce and Industry. Reprint permission on request.

Executive and Editorial Offices: 1 North LaSalle St., Chicago, Telephone Franklin 2-7700. Night Telephone: Editorial, Franklin 2-7717; Advertising, Franklin 2-7711. Neither Commerce nor The Chicago Association of Commerce and Industry sponsors or is committed to the views expressed by authors.

POSTMASTERS ATTENTION: Change of address cards on Form 3578 should be sent to 1 North LaSalle Street, Chicago 2, Illinois.

In This Issue . . .

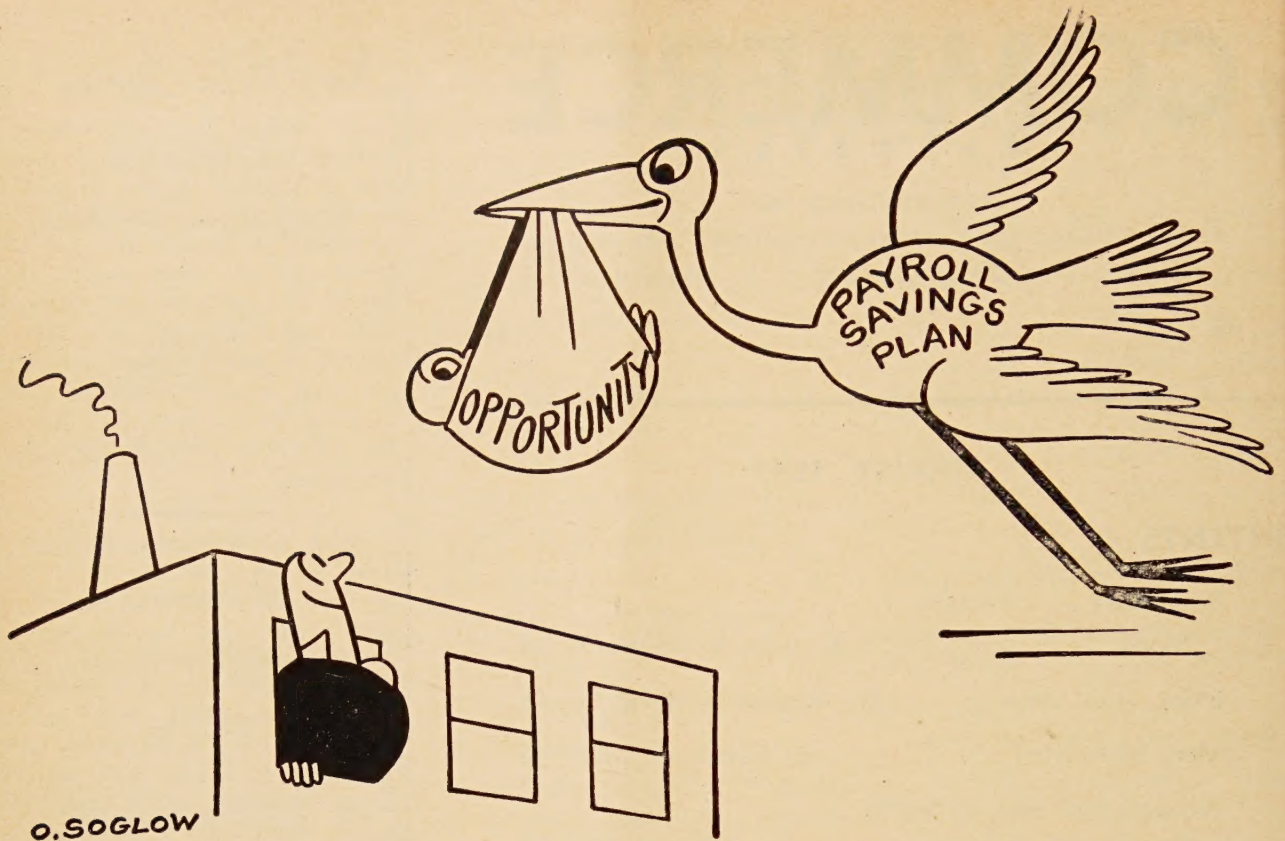
Dr. Donald A. Laird, whose article on the application of psychology in business begins on page 16, is one of the nation's best-known author-psychologists; his published works include more than a dozen books and hundreds of newspaper and magazine articles. He has served as psychological consultant to many leading concerns and he cautions businessmen that their success depends first of all upon knowing people.

John A. McWethy, Chicago bureau manager of the Wall Street Journal, is a financial writer who has a soft spot for all forms of fauna from pike to piggies. This interest has sent him delving into the manufactured feed industry, which he finds is indirectly giving us tastier ham and eggs, more lustrous chincilla coats, and many other improved farm products. Story begins on page 13.

Many brokers are devising new methods of selling securities to America's thousands of middle-income families to whom securities have always been a mystery. At least one firm is advertising over television; another has displayed stocks and bonds at a local flower show; another has begun a series of investment forums for women. The selling campaign, reports Betty Savesky on page 18, is aimed at instilling new life in the nation's languid security market.

Charles Luckman, the well-known president of Lever Brothers, believes it is time we stop talking recession and depression, and put that energy (and a lot more) into the kind of all-out selling effort that has made the United States the greatest industrial machine in history. "A Fighting Faith For America" begins on page 21.

Warren L. Anderson, whose article "Block That Ulcer!" begins on page 15, is a full-time medical student and a part-time writer who has worked extensively with Dr. A. C. Ivy, one of the world's outstanding authorities upon the painful ailment popularly associated with nervous overworked businessmen.



Put more opportunity into your company's future

WITH THIS FIVE-STEP PROGRAM

Here's an easy-to-follow program that will substantially increase your company's chances for a prosperous future.

Nation-wide experience in 20,000 companies proves that this popular program also pays off handsomely *today*. It increases each participating employee's peace of mind—making him a more contented, more productive worker. It reduces absenteeism, lowers accident rates, increases output, and improves employee-employer relations!

This program is simply a proved formula for building membership in the Payroll Savings Plan—the “automatic” system by which millions of workers are investing in U. S. Savings Bonds every pay-day.

What Are the Five Steps?

The benefits of the Payroll Savings Plan to your company are in proportion to the

percentage of employees who participate. Nation-wide experience indicates that 50% of your employees can be persuaded to join *without high-pressure selling*. Here are five steps which have proved to be the “magic formula” for putting over the Plan. They will get results for you:

1. See that a top management man sponsors the Plan.
2. Secure the help of the employee organizations in promoting it.
3. Adequately use posters and leaflets and run stories and editorials in company publications to inform employees of the Plan's benefits to them.

4. Make a person-to-person canvass, once a year, to sign up participants.

These first four steps should win you 40-60% participation. Normal employee turnover necessitates one more step:

5. Urge each new employee, at the time he is hired, to sign up.

Check up on the Payroll Savings Plan in your company. If fewer than half of your employees are participating, you have a lot to gain by following the five-step program outlined here. All the help you need is available from your State Director, U. S. Treasury Department, Savings Bond Division. While it's on your mind, why not call him right now? Or write the Treasury Department, Washington 25, D. C.

Are You With It?

In the current national Savings Bonds campaign, May 16-June 30, the Treasury Department asks each company operating the Payroll Savings Plan to canvass all employees, with the goal of having at least half of them signed up by the end of the month. This advertisement tells how you can achieve that goal most easily.

The Treasury Department acknowledges with appreciation the publication of this message by

COMMERCE MAGAZINE



This is an official U. S. Treasury advertisement prepared under the auspices of the Treasury Department and The Advertising Council.

The Editor's Page

Readjustment Without Government

PERHAPS the outstanding feature of the current business readjustment is that it has been allowed to progress without government intervention. Government actions that have been taken have been toward relaxing existing controls rather than initiating new ones. Pump priming has also been avoided. No less an authority than the President's Council of Economic Advisors has found the results of the non-intervention policy to be favorable. In its mid-year report, the council passed this judgment: "The readjustment has thus far proceeded gradually without panicky reactions . . . We find the prospect reassuring."

But the advocates of government manipulation of the economy have not been idle. Last month there was a "full employment conference" in Washington under the sponsorship of the Americans for Democratic Action. Sixteen Democrats and two Republicans introduced in the Senate a so-called "Economic Expansion Bill" and a similar, although not identical, bill was introduced in the House.

Congress hasn't time left to enact any such measures at this session. This is fortunate, for by January, when Congress is scheduled to reconvene, the readjustment will have had more time to complete its work and set the economy back on an even keel. New experiments in trying to produce prosperity by government decree may thus be again forestalled.

Comparison With Differences

PERIODICALLY one of our British cousins bent on telling Uncle Sam how better to prop up the world's economy stresses the point that American capital should seek foreign investments as British capital did in the 18th and 19th centuries.

Like most comparisons, and especially those concocted for propaganda purposes, this one features surface likenesses and ignores fundamental differences. British investments in the two centuries preceding this one were not in any way associated with world saving; the motive was profit, pure and simple. For the most part they were made in Empire colonies and protected against expropriation by British control, both political and military. Also for the most part, they were made in facilities to produce raw materials with the aid of colonially priced labor for export to Britain for processing.

Conditions for international investment are almost diametrically opposite today. Foreign capital, wherever it goes, is subject to strongly nationalistic governments and the record indicates is discriminated against—even to the point of expropriation—more often than not. Quite contrary to the 18th and 19th centuries, the trend is toward exploiting "foreign capital" rather than permitting it to exploit local

labor. Moreover, most countries are interested in foreign capital only so that they may become industrialized. They have no desire to have their raw materials taken abroad for manufacture while their own economies remain indefinitely on the agricultural and handicraft level.

These differences are among the very important factors standing in the way of President Truman's Point 4 program, which calls for a great deal more than "boldness" to make it practical and workable. And private American capital is not likely to overlook the differences, despite Point 4 and the British admonitions as to its duty.

■ Labor Statesmanship

FROM reading the headlines, such as those given the recent Nathan report, it would be easy to conclude that the leaders of organized labor all believe the way to check the present downward readjustment in business is to bolster "purchasing power" simply by raising wages. Fortunately, however, this is not the case.

While its views have not been headlined, the American Federation of Labor has taken a much more practical stand. The federation is for wage increases, of course. But it qualifies this aspiration with considerable realism. In its official publication, the federation says, "Wage increases should now be based on past or future increases in productivity to prevent undue rises in costs; company earning power should be considered . . . action that would start price inflation must be avoided by government, management and the unions."

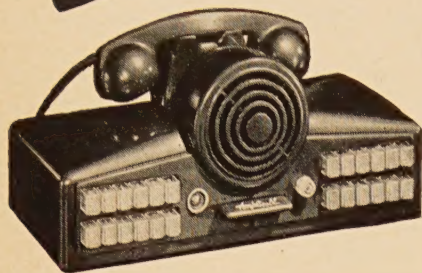
Offering its advice for negotiations at the company level, the federation publication says, "In the present precarious business situation, wise union policies are of utmost importance in negotiating with your employer. Get the facts on his financial condition and outlook from him if possible, supplement your information by writing AFL Headquarters.

"Perhaps your employer's prospects are excellent; but if his profit margin is being squeezed by price declines your future will be more secure if you help him improve his competitive position. A wage increase may depend on a plan for union cooperation to prevent waste, save expenses, cut costs, improve production."

This statement by the AFL reflects the kind of thinking that is much needed in the present readjustment. It recognizes a direct relationship between productivity and wage rates, the existence of differences between the positions of individual employers and the need for more efficient production generally. If the AFL locals will observe and apply these principles in their bargaining and ignore the noisy agitation of some of the top CIO leaders, they will be demonstrating genuine economic statesmanship.

Alan Study

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• **Direct Mail Hitch** — Direct mail experts have long suspected that one problem with their medium is that dealers often fail to carry through a manufacturer's promotional campaign; they receive stacks of direct mail literature, then fail to distribute it to local prospects. This suspicion, noted in "What's Wrong With Direct Mail?" (*Commerce*, July, 1949), is confirmed by a recent Dun & Bradstreet study of dealer participation in merchandise programs. The survey showed that 73 per cent of the dealers covered utilized window displays, 66 per cent used counter cards, 59 per cent used floor displays, 46 per cent used co-operative newspaper advertising, but only 36 per cent made use of direct mail literature provided by manufacturers. Two other lesser-used devices were demonstrations (26 per cent) and sales training (25 per cent).

• **Slicing It Thin!**—A General Electric Company scientist has made what is probably the thinnest slice ever. Specifically, he has sheared off a piece of metal less than two-millionths of an inch thick by using a shock-wave generated by a knife-blade moving with the speed of sound. The purpose of the slicing job was to provide slithers of material to be studied by GE's huge electron microscope; the specimens include bits of everything from delicate animal and plant tissues to teeth and metal.

• **Noodles of Business** — The nation's macaroni, spaghetti and noodle manufacturers compared notes during a two-day convention in Chicago recently and decided that the macaroni business is looking up. A press release reports that the macaroni-spaghetti-noodle people are "well through the current business recession" and are encouraged by the fact that Americans are now consuming about 40 per cent more

of the long, narrow stuff than pre-war.

• **What To Say**—Marshall Planners in Washington have issued a 122-page booklet telling Americans going abroad how to handle questions about "Le Plan Marshall," "Het Marshall Plan," "Der Marshall Plan," and "Il Piano Marshall." It warns the innocent abroad that he will hear a lot of propaganda from those who "have been listening to Communist gobbledygook" but suggests that this can be counteracted by remarking, for example, that the real purpose of the plan "is to enable Europe to stand on its own economic feet." If asked whether the U. S. expects anything in return, Americans should reply, "Yes," with this suggested amplification: "The United States expects that the people of European nations working with our assistance to establish healthy economic conditions will strengthen their political freedom and establish closer cooperation among peoples and governments. Without this real peace cannot be achieved. The Marshall Plan can rightly be called America's design for peace."

• **Lower Prices Expected**—The Federal Reserve Board has found that over half the consumers interviewed in a survey expect lower prices in the near future. The FRB hastens to add, however, that a similar survey last year found that about the same percentage of consumers looked for higher prices . . . just before prices began sinking.

• **Pink Elephants** — A Michigan manufacturer, according to the trade publication *The Postage Stamp*, has brought out a blue-eyed, plastic elephant with a skin as "pink as a new baby." Give the creature one drink and he hiccoughs steadily for eight to 10

(Continued on page 30)



Since telephone operators were boys...

BACK in the early '80's, when central office switchboards were manned by boy operators, Western Electric became the manufacturing unit of the infant Bell Telephone System. This has made sure of a source of good equipment, the kind required to provide dependable and economical telephone service.

Experience has proved the value of this to the public. For the Bell System network has

grown vastly complex, yet its billions of parts—old and new—work perfectly together.

●As the Bell System network increases, it will continue to provide fine service largely because of the unified way Bell scientists *design*, Western Electric people *produce*, and telephone company people *operate* the equipment—a triple-action with one aim: good telephone service for you at a reasonable price.

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the Bell System.

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Telephone companies.

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of Bell System central
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Western Electric

A UNIT OF THE BELL



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Trends in **FINANCE and BUSINESS**

Cites 1960 Output Goals, Expectations

American industry, reports the Twentieth Century Fund, could provide adequate standards of food, housing, education and medical care for every citizen by 1960 by increasing output by only eight per cent above expected production during the next decade. The long-range forecast, made in a new Fund report on national economic achievements, says:

"By 1960 we shall have opportunity to put \$45,000,000,000 a year into needed capital goods. On the basis of our best sustained record in the past, during the 1920's, we would be likely to put in about \$39,000,000,000. The extra \$6,000,000,000 is a measured margin of our ability to absorb huge additional investment funds, the frontier on which our system can grow and expand indefinitely."

Taking the viewpoint that temporary ups and downs are only passing phases in the nation's long-term economic advance, the Fund report declares that the nation has the ability to expand tremendously during the next decade. If sufficient investment capital can be drawn forth to do the job, it will be possible to make the most of a probable 1960 consumer market of at least \$159,000,000,000.

"This would be a market spending three-quarters more than the \$90,000,000,000 we spent in our big 'boom' year of 1929," the Fund says, "Millions of Americans then move up into higher income classes than they attained before World War II. Cash income of the average American household goes from around \$2,800 a year in 1940 to nearly \$4000 in 1960 . . . Most of us will have more money, more leisure than before the war."

"This is the prospect—and the challenge," the Fund concludes,

"that the future offers to us and to our system."

« « » »

Pacific Area Leads Rise In Income

While the Twentieth Century Fund has been projecting its economics forward, the Research Company of America has been doing some extensive checking on marketing trends during the past decade. The 1949 edition of the company's "Basic Marketing Chart", which is designed to help marketing and distribution people gear their campaigns to geographic changes in population and buying power, reports these findings:

Although the nation's total civilian population increased 11 per cent between 1940 and 1948, the big gain was in the Pacific area (up 45.3 per cent) and the smallest was in the East South Central area (up only 1.5 per cent). Total income jumped 150 per cent from \$76,000,000,000 (\$575 per capita) in 1940 to \$190,000,000,000 (\$1,323 per capita) in 1947. The biggest income gains occurred in the East South Central, West South Central, Mountain and Pacific areas, where increases ranged from 184 to 197 per cent. Smallest gains were in the New England area (116 per cent), Middle Atlantic area (121 per cent) and the East North Central area (149 per cent).

Also noted: 94.2 per cent of all U.S. families now own radios, 63 per cent have telephones, and per capita life insurance sales were \$99 in 1948 against \$5 in 1940.

« « » »

Consumer's Role In Boom And Bust

The Northwestern National Life Insurance Co. has been taking a look at "Mr. John Consumer" as its contribution to the month's collection of economic studies, and it has decided that the

consumer was largely responsible for "ending the recent inflation" and likewise will probably be the influence that will end the current recession.

Going a little farther Northwestern National ventures the prediction that "John Consumer" will decide within the next year that prices are again low enough to be attractive and "thereby spark the recovery before prices have to be cut so low as to reduce business activity and worker income seriously."

The forecast is based on these observations: (1) the consumer called a halt to inflation well before his savings (now over a quarter of a trillion dollars) were badly run down; (2) business, having long foreseen the current recession, has not been caught with abnormal inventories of high cost goods as has occurred before past depressions; and (3) consumer buying drops have not hit all industries simultaneously; for example, the huge payrolls of the auto and construction industries are propping up consumer income despite the recession.

"Moderate recessions like the present one are essentially healthy because some of the inequalities of inflation get ironed out," the company declares. "Competition for sales is sharpening management efficiency; competition for jobs is sharpening worker efficiency, and lowering ultimate costs to John Consumer."

« « » »

Farm Outlook Seen Darkened By Oversupply

A further indication of dark clouds on the farmer's economic horizon is contained in Guaranty Trust Company of New York survey of agricultural conditions, which declares that "the traditional farm problems of overproduction and falling price levels, particularly for the major grain crops" may reoccur in the near future.

"A supply of wheat materially exceeding probable domestic and export requirements is now officially expected," the survey declares. "A large corn crop, following closely on last year's record harvest, is considered likely on the basis of planted acreages; and over-all prospects for farm production are said

(Continued on page 43)

keep cool!

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with a



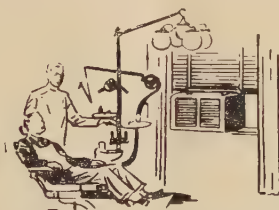
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Now you can work in comfort—free from summer heat and distress. You'll feel better, you'll work more efficiently, you'll have a fresh zest for business. Provide your office with cool, clean, invigorating atmosphere—let our dealers install a MITCHELL *genuine* Room Air Conditioner. Gives you Better Working — and Better Living — the whole year 'round.

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- Provides really *clean* air — free from dirt, pollen, humidity, stale odors, drafts.
- Wonderful hay-fever relief!
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- Plugs in like a radio. No plumbing, connections needed.
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Breakfasts . . . Factory-Made

By John A. McWethy

Here's A Story For Every Man Who Loves Bacon and Eggs
They (Plus Other Foods) Improve With Scientific Feeds

IF YOU are among the millions of Americans who shudder at the sight of fried eggs that are a pasty off-yellow and bacon that looks more like fat back, science is well on the way to sparing you such breakfast-time annoyances. The solution lies in a series of new "test-tube" animal diets that — in addition to making off-color eggs and overfat bacon as passe as the Stanley Steamer — have largely revolutionized the feeding of such unlike fauna as baby chicks and fur-bearing chinchillas.

No longer is the well-bred heifer, hen or pig fed the commonplace fare their ancestors devoured a century ago. Today, their diets are as carefully controlled as that of an ailing millionaire. Behind these laboratory accomplishments lies the story of a booming industrial giant, the "factory-made" animal feed business, which is now grossing about \$2,000,000,000 annually and apparently has only begun to grow.

Manufactured feed experts call their products the "machine tools" of scientific poultry and livestock production, because they enable

farmers to turn out more human edibles per unit of feed than ever before. Pigs, fed a diet including manufactured feed, fatten to market-size in half the time it once required. In the barnyard, manufactured feeds can speed up a hen's egg-laying capacity 30 per cent or more.

Perfect-Color Yolks

Scientific menus improve quality too. Hens that are fed manufactured feeds lay eggs with yolks that have precisely the right shading of yellow. One manufactured feed for hogs narrows the fat in bacon; another, prepared for minks, makes their pelts glossier and more attractive.

Feed manufacturing actually goes back almost 100 years. The industry grew slowly, however, and by 1929 there were still only 15,000,000 tons of feed being turned out a year — about one out of every seven tons of feed (exclusive of hay and grass) eaten by livestock and poultry. In the last 20 years, the industry has rocketed to twice its former size. In 1945, some 5,000 feed makers turned out a record 31,000,000 tons and, although output shrank a bit after the war, it is heading for a brand new record

this year. Today, one out of every four tons of feed is manufactured.

Manufactured feed — sometimes called "mixed feed", "formula feed" or "commercial feed" — is a laboratory blend of some 200 different ingredients, each painstakingly prepared for some specific job. A few feeds are "complete"; hence, they require no supplemental grain or grass. Most, however, are mixed into an overall ration that balances the grain and grass that chickens, hogs and cattle normally consume. This "balance" is important, for it has been in developing balanced diets that the industry has discovered a variety of new, power-packed feed ingredients.

Since many ingredients are by-products of other industries, savings have resulted all around. Packing-houses, for example, usually wind up with odd scraps of meat that no human would eat; yet, properly rendered and ground, they are a valuable source of protein in animal feed. Feed manufacturers also make good use of the bran that remains after millers have ground the flour out of wheat, the scraps that fisheries have left after producing filets, the spent yeast from breweries and the meal that is left after soybeans, flaxseeds and cotton-

← Today, the diet of a well-bred cow is prescribed by top feed specialists.

seeds are converted into oils. That's only part of the feed maker's heterogeneous raw material list; it also includes dairy by-products like whey and dried buttermilk and the molasses that's left after sugar has been refined from cane or beets.

These are bulk ingredients, but in addition the feed makers also use a number of the newer synthetic substitutes for vitamins. Until a synthetic vitamin "D" was discovered a few years ago, chickens as well as children got their added "sunshine vitamin" rations from codliver oil. Now, one cupful of synthetic vitamin "D" gives the lift of a whole tankcar of cod-liver oil. Synthetic vitamin "G", which makes eggs hatch faster, is a tenth as costly as the non-synthetic obtained from dried milk.

Pig-Pen Birth Rate

One of the most extraordinary synthetic vitamin products is just beginning to find its way into manufactured feed. Quaker Oats Company, one of the world's oldest feed makers, began using "animal protein factor" (or "APF") in its feeds last May. Derived from an ugly accumulation of meat scraps, fish meal and the like, APF quickens growth and lowers the rate of "infant mortality" in pigs and chicks. A mere pinch of the mysterious APF will go a long way. Experiments at Iowa State College

indicate that a single ounce of APF will safeguard 3,000 hogs from weaning to marketing, whereas 60 tons or more of ordinary meat scraps would be needed. APF-fed pigs also go to market four weeks sooner than those on normal diets.

Lederle Laboratories, Inc., a subsidiary of American Cyanamid Company, fed a brood of chicks the amazing APF diet and not one died. In another brood, entirely deprived of APF, 70 per cent perished! Nutrena Mills, a division of Cargill, Inc., has found that APF-fed chickens gained as much as 10 per cent more weight with as much as 10 per cent less feed than those given regular rations.

Synthetic APF is a by-product of laboratories producing streptomycin, the "wonder drug". Although called a "protein" factor because it occurs naturally in animal proteins, APF is really a collection of health-giving vitamins, the most important of which is vitamin B₁₂.

Getting the right balance between normal rations and manufactured feeds is the key to scientific animal dieting. If a farmer were to feed his hogs an all-corn ration (as a few unscientific husbandmen still do), he could figure on 12 bushels of corn producing about 100 additional pounds of porker on the hoof. If he used only 50 pounds of a good manufactured feed supplement, he would get 100 pounds of hog for each 5½ bushels of corn — quicker, too, by half. Dollarwise, this means a savings of about \$6.30 per hundred pounds at today's prices.

Ups Egg-Laying

Correctly balancing the feed ingredients will step up egg-laying capacity in the same way a shot of high-test gasoline will speed up an auto. One firm, by varying a young chicken's diet, has prevailed upon her to begin laying some months earlier than normal and has also reduced a hen's usual moulting period (the time when she sheds feathers and begins a sitdown strike as far as eggs go) from about once in 10 months to once in 18 months. There is, of course, distinct value in keeping a money-making machine operating as long as possible between shut-downs.

Improvements in manufactured feeds have also given birth to an industry that grosses \$270,000,000 a year raising "broilers" — meat chickens quick-fattened to between three and three and a half pounds. Donald Danforth, president of Ralston Purina Company, says the broiler industry would be "totally impossible" without scientific feeds. A "broiler" formula brought out by General Mills since the war has fattened chicks to 3½ pounds in 11 weeks. It once required 30 pounds of feed to bring an average duck up to six pounds over a period of 12 weeks. The new feeds have produced seven pound ducks in nine weeks on only 22 pounds of feed.

"Formula" Feeds

Manufactured feeds are replacing "mothers milk" in cattle raising and a considerable saving to farmers. By putting calves on a laboratory "formula," costing \$16, two weeks after birth, it is possible to save \$50 worth of milk that would otherwise be consumed until weaning at six weeks. Young pigs thrive on laboratory formulas too. In tests conducted by Purina with scientifically-fed pigs, 8.7 young porkers out of each litter lived to marketable size, against a national average of only six.

Equally good results have been accomplished with turkeys. Most

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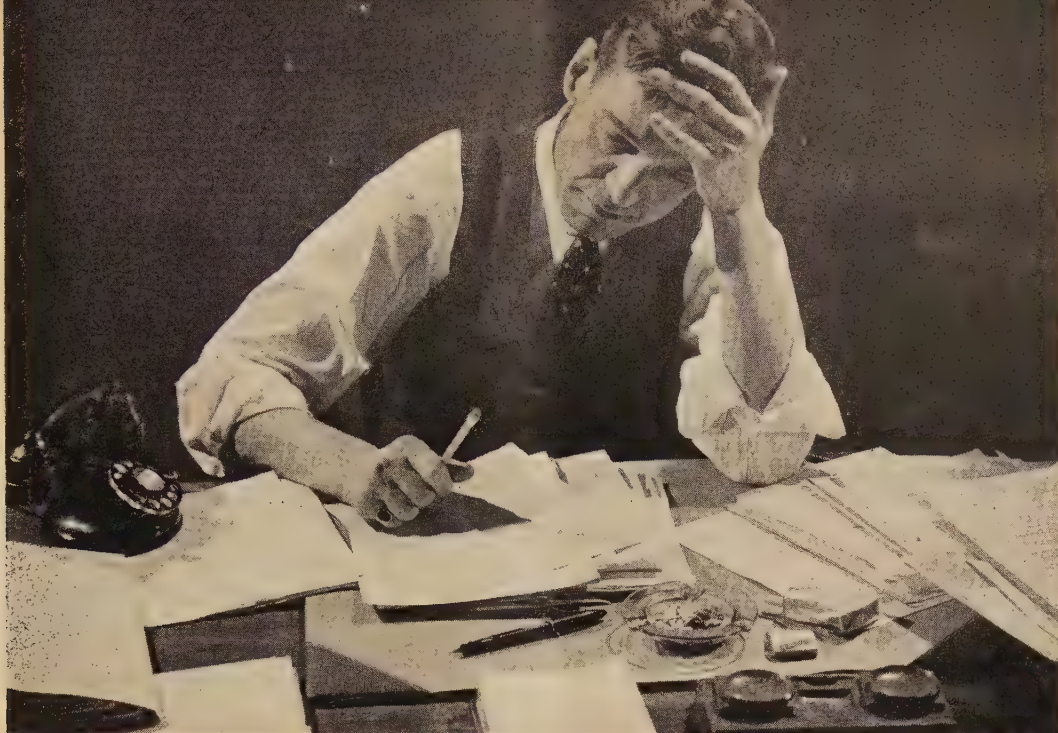
Quaker Oats Co.

Interior view of Quaker Oats' newest "formula-feed" mill at Portland, Ore.



Ralston Purina Co.

Formula-fed hog on left weighs 58 lbs. more than companion fed shorts and corn



Ewing Galloway

Block That Ulcer!

Although 1 Out of 10 Get Them, Medical Science Says Ulcers Can Be Avoided

By WARREN L. ANDERSON

THERE is hardly a businessman who has not sat up suddenly a few hours after mealtime, knit his brows in anxiety and wondered whether the dull pain gnawing at his stomach might possibly be an ulcer! If the sensation is one that you have experienced, the best medical advice can be summarized in the one word: "Relax."

Chances are about nine to one that you simply ate too much or ate the wrong kind of food. On the other hand, if you are unlucky enough to be that one out of 10 adults who already has or will wind up with an ulcer, you will have to abide by the one word of counsel anyway. The sooner you acquire the lost art of relaxation, the better the odds of outwitting insurance statisticians who rank ulcers as the tenth most serious chronic affliction causing death.

Although known for almost 20 centuries, ulcers are believed to be a comparatively new malady insofar as their affecting large numbers of people is concerned. Many consider them a disease of modern civilization and the rigors it has imposed upon the human body. Napoleon, pictured with his hand buried inside his coat, is said to have rubbed his stomach more or less constantly to help relieve ulcer pains.

A Typical Victim?

Today's popularly-conceived ulcer victim is a nerve-racked business executive, telephones jangling in both ears and the bicarbonate bottle always within handy reach. The truth is that anyone—man, woman or child—can develop an ulcer, although male victims are six to eight times more numerous than

female sufferers. Actually, no one is immune, for ulcers strike butchers, secretaries, butlers, housewives and busy sales managers alike.

According to experts on the subject, an ulcer is "an open sore other than a wound." The "American Illustrated Medical Dictionary" lists 127 varieties ranging from the "Aden ulcer," a form of oriental sore or boil, to the equally exotic "Zambesi ulcer," which is peculiar to laborers in the Zambesi Valley of South Africa. Ulcers can attack almost any part of the body, inside or out. Some result from bacterial infection and can be cleared up by penicillin or streptomycin. Others are caused by dietary deficiencies, tissue breakdown or diseases for which medical science as yet has no prompt cure.

The common, garden variety of

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MEN, MEN, MEN . . .

"BUSINESS SUCCESS DEPENDS FIRST UPON KNOWING PEOPLE!"

By Dr. DONALD A. LAIRD

WHEN a businessman asks me, "Well, just what *does* a psychologist do?" I often suggest that he merely look around him — in his own offices and factories and in the offices and factories of thousands of other companies across the country. If he looks hard enough, he will discover that on an average day. . .

Several hundred people are being promoted to better jobs, because personnel psychologists have helped them discover and develop hidden talents.

Psychology At Work

Groups of supervisors and foremen are being trained in the psychology of leadership, some under the personal instruction of psychologists, hundreds more by studying books on the psychology of handling people.

Hundreds of sales people are being psychologically trained to know what makes people buy. Samples of proposed advertisements are

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being tested by psychologists, and their recommendations are guiding the expenditure of thousands of dollars in promotion campaigns.

The work in hundreds of offices and factories is being made easier, because discoveries in the psychology of fatigue have been applied.

Advertising And Selling

Several dozen business men are probably talking to consulting psychologists about besetting problems in advertising and selling, labor relations, employe selection, better methods of working, or perhaps the complete reorganization of their businesses along psychologically sound lines.

This is a typical day in the work of modern psychology which influences, directly and dynamically, the lives of tens of thousands of people. It is not really as complicated as it may appear for people have always been using a psychology of sorts.

You have been an amateur psychologist most of your life. Before

you could talk you learned how to win attention from your parents by yelling or by a smile that delighted them. Before you started school you had found some of your playmates selfish, others cry-babies, others agreeable. Already you were sizing-up character.

You had not been in school many years before you found you could learn, say, the multiplication tables easiest by reciting them out loud. You were applying the psychology of learning. You noticed that some days the teacher was cheerful, other days grouchy. Later you noticed the same thing in your boss, and knew when it was wise to leave him alone. You had learned something about human moods and emotions.

Tom Sawyer Tricks

There were some things you could do easily, but which others found difficult — an approach to the psychology of individual differences. When you traded jack-knives or figured how to make your parents change their minds and let you use the automobile, you were applying the psychology of selling, from selling yourself as a friend to selling your services to an employer.

Amateur psychologists have to make many guesses about human nature, for there is no inborn instinct that tells us how other people think, act and feel. It has to be learned from experiments or from experience. As John L. McCaffrey, president of International Harvester Company, says, "Every businessman has to learn how to get along with other human beings, both as individuals and as groups. Some of that knowledge can come only through experience, but much of it can be taught."

Professional psychologists check,



Every day psychology is helping industry select better, more efficient workers

Ewing Galloway photos



Everyone learns a bit of amateur psychology in his earliest childhood

by scientific methods, to determine which of the amateur guesses about human nature are right. They ignore hunches about people, but check common sense against verifiable facts.

The main difference between psychologists and other scientists is that psychologists have an unending curiosity about people and concentrate their study on people. The engineer studies the things people make; the psychologist studies the people who make them. The economist studies the money people make; the psychologist studies the people who earn the money. The physicist studies the physical world; the psychologist studies how people react to the physical world, thereby helping to develop better color photography, set standards for air conditioning to fit human comfort, and so on.

Bad Guesswork

We have to learn about people by studying people. A lot of trouble has been caused by individuals who thought they had some inborn knowledge which turned out to be just bad guesswork. Much labor trouble is due to wrong guesses, for example, the erroneous belief that more pay will cure complaints. As Josh Billings observed, "Money will buy a pretty good dog, but it won't buy the wag of his tail."

Here are some other widespread notions about human nature, now proven to be wrong guesses:

It helps sales if prices are in round numbers, easy to figure.

Personality is determined by heredity and cannot be changed.

Fear of discharge is the best way to make people work hard.

Tall men are best to work with wheelbarrows.

More men than women look at advertisements which feature pictures of pretty girls.

Long-service employees are more intelligent than those with short service.

People can't look you in the eye if they are lying.

Psychology is about the most personal thing one can study, for a frank understanding of oneself is

essential to understand others. Some people continue to make life miserable for themselves because they cherish prejudices which will not let them act upon proven psychological facts. An employer I know is married to a hellion who bosses him shamelessly. He can't understand that this is the reason why he treats the girls in his office so inhumanly they all look for another job after a week. He will probably always imagine that women are fickle employees.

Applied To Business

Psychology and business deal with the same thing: people. The business may be steel, chemicals, woodworking, law or teaching, but all of them deal with people; people as workers, customers, and as makers of the laws under which the business operates. One may understand all the mechanics of his particular field, but he does not fully know his business until he also understands people. Philip Armour, the farm boy who founded Armour and Company, said he owed his success, not to knowing live stock and meats, but to three things: "Men, Men, Men."

Clarence Francis, chairman of General Foods, declares, "The human problems of industry are the big problems." Other business leaders emphasize the importance of applied psychology no less earnestly. Frank W. Pierce, director of Standard Oil Company (N.J.): "The prime asset of any enterprise

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Psychologists are constantly helping advertisers to learn what makes people buy



Brokers' Row Sets Its Sights On John Q. Public

By BETTY SAVESKY

AMONG the prize roses and delphiniums at a Cleveland flower show recently was a highly unorthodox exhibit — a display of stock and bond certificates. The exhibit was a smart piece of promotion by the brokerage firm of Prescott & Co., which took a booth at the show on a hunch that flower fanciers might be potential stock buyers.

Prescott's \$2,000 gamble for the cost of the booth and hand-outs paid off. In eight days the company distributed 50,000 pieces of investment literature and collected the names of 1,000 prospects who wanted to know more about the financial facts of life and the somewhat mysterious business of stock purchase.

The Cleveland firm's rather dar-

ing departure from staid brokerage tradition is typical of a trend that has brokers all over the country rolling up their cuff-linked sleeves in an unprecedented effort to sell securities.

Dull Trading Eyeopener

On Montgomery Street in San Francisco, Broad Street in Augusta, Ga., Market Street in York, Pa., La Salle Street in Chicago and Wall Street in New York City, prolonged dull trading on the nation's stock exchanges has awakened brokers to the fact that they must perform a major job of, first education, then merchandising, if security markets are to remain the financial blood stream of U.S. industry.

Coming out of a long lethargy, brokers have discovered that theirs

must be a mass market, not one restricted to the executive offices of the big business district or to the residents of Park Avenue or the North Shore. They have realized, in the words of one prominent broker, that Wall Street must be brought to Main Street and vice versa.

Although many security dealers still cling to the golden era methods of waiting for customers to drop into board rooms, or of contacting them by telephone or on the golf course, less tradition bound houses are borrowing a page from THE HUCKSTERS.

Some brokers have branched out from the stodgy institutional type of advertising that has been *de*

rigueur in the industry with such eye-catching copy as . . .

"2 per cent . . . ? Do you consider, under the present high cost of living, an annual return of 2 per cent enough for your saved up dollars? There is a sound way of getting more income."

"SOMETIMES IT'S SMART TO REST ON YOUR OARS When you're in the market for clothes, food, a new car, common sense tells you not to buy until the price is right. Stocks work the same way."

"TROUBLED BY LACK OF TIME? — Our Selected List of Securities is designed to help busy people."

The above ads, run by Bache & Co., bear witness to the new attitude of the New York Stock Exchange in approving the advertising of its members. In the past the NYSE has rigidly interpreted the "tombstone" provision in the Securities & Exchange Act, which brokers complain prevents them from aggressive merchandising.

Doorbell Ringing Back

As part of the new selling movement, brokers are reviving the days of personal solicitation and doorbell ringing. Some have moved into lecture halls to offer free courses in the fundamentals of investing. Others have trained special salesmen, schooled in selling the hottest thing on anybody's board today, investment trust shares.

The more adventurous are going in for flamboyant merchandising, such as renting booths at home

shows as well as flower exhibitions, where traffic is heavy with their new sales target — the smaller capitalist.

Almost all have substantially stepped up their advertising budgets and have branched out from financial page ads to the national magazines. Some have even bought space in the labor press. At least one investment firm, the Milwaukee Company, Milwaukee, Wis., is trying out television advertising over a local station. Key phrase closing most of these ads is "write for our free booklet. . . ."

Still a little taken aback by their own boldness, brokers are often amazed by the eager response to their advertisements proffering information on the why's and wherefore's of stock market investment.

Lectures Swamped

When a Merrill, Lynch, Pierce, Fenner & Beane partner in San Francisco last March conceived the idea of instituting free lectures for women on the fundamentals of investing, he was literally swamped by the turnout. Instead of the 50 ladies he had expected, 2,000 showed up. Since then the lecture series has been extended to 40 of the 98 cities Merrill Lynch serves and will be offered in the remainder when partners figure out how to handle the crowds of applicants in cities like Chicago and New York.

Merrill Lynch's success has encouraged other firms to give the lecture course idea a try. McKelvy & Co. in Pittsburgh ran "women only" investment courses to an average attendance of 700 to 800 recently. In Philadelphia, Reynolds & Co. had a similar series and averaged 400 "students."

Booklet Barrage

All these courses, originated for the ladies, have been so popular that men have virtually demanded admittance, with the result that in some cities, brokers offer the series on a coeducational basis.

Equally as dramatic has been the response firms have received to advertisements offering guidance on investment matters. Merrill Lynch has received requests for 300,000 copies of a booklet entitled "How to Invest" and 280,000 for "How to Read a Financial Report." A full page ad by the company in a Cleveland newspaper with this caption "What Everybody Ought to Know About This Stock and Bond Business" drew 5,000 calls for reprints in three days. Elsewhere

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One of the Merrill Lynch free lectures for ladies



The N. Y. Stock Exchange has liberalized on advertising

Gardeners

IN BUSINESS SUITS

CATCH a businessman lolling in his swivel chair with a seed catalog propped in front of him, an accumulation of horticulture manuals scattered over his desk and a batch of recently-purchased and highly-treasured tulip bulbs cached in his file cabinet, and you have found one of the nation's most enthusiastic hobbyists — the spare-time gardener.

While no official census of office-bound dirt gardeners has ever been compiled, their ranks include tens of thousands of average businessmen who spend more or less of their time yearning for the moment when they will again apply a hoe to the iris bed or pluck a choice spike of gladiola for the county flower show. To these soil lovers, it is no surprise that flower gardening has now become one of the fastest growing hobbies among men in America.

Among present day devotees are such eminent business executives as John P. Oleson, a director and former board chairman of the First National Bank of Chicago, who specializes in the cultivation of gladiolus; Ralph C. Archer, vice president of the International Harvester Company, who is an ardent rose grower; Jesse L. Strauss, a Chicago financier, who specializes in tuberous rooted begonias; Robert B. Barton, national advertising



Edgar K. Jaffe

Chicago businessmen-gardeners Thomas C. Russell, Edmund K. Eichengreen, and Rodney H. Brandon inspect tall stock, roses and irises in near-loop garden

By LEWIS A. RILEY

director of the Diamond Match Corporation, who specializes in the cultivation of dahlias along with a number of more mundane garden vegetables; and Lester J. Norris, a director of The Texas Company, who is past president of the National Garden Institute.

Some Only Putterers

The ranks of spare-time gardeners extend, however beyond the confines of commerce and industry. Dr. Stanley Tylman, a professor of dentistry at the University of Illinois, and Richard J. Finnegan, editor and publisher of the Chicago Sun-Times, are both ardent floriculturists. Both specialize in dahlia cultivation.

There are, of course, thousands of other men who are garden putterers rather than specialists, and few if any harbor a desire to produce the most nearly perfect Shirley Temple gladiola or to hy-

bridize a new strain of peony. They may dabble inexpertly in the perennial border one week-end, then abandon their hoes and visit the ballpark the following weekend.

One garden putterer is Chester Gould, the cartoonist-creator of "Dick Tracy" who exercises a middling interest in

flower growing at his farm northwest of Chicago. Nevertheless, Mr. Gould's lukewarm enthusiasm for gardening is said to account for his fondness for such bucolic pen-creations as "Gravel Girty" and "B. O. Plenty," both of whom, at the cartoonists behest, have adopted a pastoral way of life in recent years.

An important influence in coordinating the efforts of male gardeners to propagate their hobby is the Men's Garden Clubs of America, Inc. An older organization, the Men's Garden Club of Chicago, was founded in 1928, largely through the efforts of Leo W. Nack, a Commonwealth Edison Company engineer. The club idea caught on quickly, spreading to Ft. Wayne, Des Moines and Aurora, and in 1932 representatives of these four clubs met in Chicago to found the national organization.

Today, MGCA is booming along at a brisk clip, due partly to dili-

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A Fighting Faith For America

By CHARLES LUCKMAN

President, Lever Bros. Company

FEAR has won a beachhead in America, and the people of this country, although victorious in history's most devastating wars, are retreating before the shadows of an uneasy peace. Fear, unknown in war, is producing an astonishing paradox in the richest and strongest nation in the world — it is persuading the American people to talk themselves into a depression.

A defeatist attitude is encountered on all sides—from board rooms to barrooms. Whether it's a group of clerks in a cafeteria, or a group of corporation big-shots at a banquet, the main dish is likely to be despondency, seasoned with dire rumors, and garnished with gloomy statistics.

Pessimism Flaunts Facts

These dim views of America's economic health have apparently gained wide acceptance, although the facts of America's economic strength are known to everyone. On the radio, in magazines, in our newspapers, the basic soundness of America's economic position has been clearly pointed out. Because they do not fit into the melancholy fashions of the hour, such statements fail to register on the public mind. But they are startling facts and should be repeated again and again. Here they are:

1. 59,000,000 workers on the job
2. \$200,000,000,000 in liquid savings
3. \$215,000,000,000 personal income for 1949
4. High purchaser power — 53 per cent greater than prewar

It would seem preposterous that anyone could manipulate these figures and come up with an answer that equals disaster. Yet, that is precisely what many Americans are doing. By emotional arithmetic, these viewers-with-alarm add two and two and get zero. But the record they scan is their own fever chart — not the record of America's economic health and vigor.

We cannot afford to be economic

hypochondriacs because a country, like an individual, can worry itself sick. The sort of emotional arithmetic indulged in by these alarmists is typical of Pravda, in which America as a land of opportunity and promise has long since been written off. The Russians, who according to Pravda, invented the electric light, the airplane, the radio, penicillin, and the safety-pin, also invented the theory that America is headed for the most colossal bust in history. This amiable proposition has appealed to those comrades in the U.S.S.R. who view Siberia with distaste, and to a small group in the United States which regards "Ol' Man River" as a sleazy capitalist version of the "Volga Boatman."

The reaction of many Americans to the problems of this postwar period suggests something Thomas Jefferson wrote to John Adams in April, 1816.

Jefferson wrote:

"I think, with you, that it is a good world. . . . There are, indeed, gloomy and hypochondriac minds, disgusted with the present, and despairing of the future; always counting the worst will happen, because it may happen. To these I say: What grief has been caused by the evils that never happened! I steer my bark with Hope in the head, leaving Fear astern . . ."

Today's counterparts of those gloomy individuals confuse fears with facts. Though knowing, in their hearts the essential health and vitality of our free economy, they yield weakly to the counsels of despair. Seized with the jabber-jitters, they prattle about depression and collapse.

But how can we confuse shadows with realities? With our spiritual heritage, and with vast material resources at our command, how can we compromise our future by a



Charles Luckman

liaison with fear? The answer is lack of faith — for, only through a lack of faith in America and in ourselves, could we mark down the world's most dynamic economy. Too many of us have accepted jabber-jitter estimates of what is wrong with America, instead of finding out for ourselves what is right with America.

A Challenge

No one can deny that America faces many grave problems today, both at home and abroad. No one can deny that American business has an ample share of these problems which it must solve itself, if it is to continue its robust tradition of individual competitive enterprise. But I do deny, and most emphatically, that these problems present any logical reason for doubt. I deny that challenge is a cause for fear.

There is all the difference in the world between being aware of complex problems and being afraid of them. This moment demands a clear-eyed appraisal of the facts, not an emotional concern with shadows.

The history of America is an inspiring saga of great problems superbly overcome; of serious setbacks serving only as new beginnings for even greater achievements. I reject the thought that at the midpoint in this 20th Cen-

SPEECH OF THE MONTH

Made before the Los Angeles Chamber of Commerce, July 20, 1949

tury, we will reverse the course of that history.

Not as a politician; not as a historian; not as an economist, but as a businessman, I call for a renewal of faith in the vitality of our American way of life. By faith in America, I do not mean a listless reverence for the past or a mere submission to the present. By faith, I mean a certainty based on the principles for which America stands; by which it has progressed; and through which it will realize its full potential of greatness in the future. Faith in America is not blind acceptance of things as they are — it is the belief that we, in America, can make them better.

Basis For Confidence

In declaring that today's opportunities can be the basis for magnificent progress and achievement, I am simply expressing a businessman's estimate of what he sees through his own eyes. And what I see today, gives me unlimited confidence in tomorrow. Because for every minor symptom of decline, there are a hundred major elements of economic stability.

Now, of course, nothing in this world is perfect, and the American economy is no exception. But, if we were perfect, there would be nothing left for us to do. And I can assure you that there is a great job to be done.

This may surprise those of us who believe that simply because we have the highest living standard in the world, we have everything we need. Some of us have become complacent through reading statistics about the number of bathtubs and telephones, motor cars, and radios, owned by Americans as compared with Russians.

Only Relatively Good

Such comparisons are significant. But they are phenomenal only by the Communist standard. By American standards they are not nearly good enough. Let's face the cold facts: 27,000,000 Americans have no kitchen sinks, 18,000,000 Americans lack washing machines, 25,000,000 Americans lack vacuum cleaners, 1,000,000 American families need new homes this year, 40,000,000 Americans have neither bathtub nor shower.

So, let's not talk about what we've got. Let's be more concerned with what we haven't got. We must be concerned for two reasons: First, because these are human needs that should be met; and, second, because these needs provide dramatic illustration of the fact that we haven't finished anything, we're only beginning.

There is enough urgent work on hand for every business now in existence — and for industries yet unborn — to keep busy for generations to come. In common

sense we have no excuse for a recession, let alone depression.

So much for the domestic picture. Now, what about the situation abroad?

Solid progress in the rehabilitation of war-wrecked countries is being made through the Marshall Plan — one of the most far-seeing and generous enterprises in human history. The member nations of the plan have already returned to a prewar level of industrial output. This has taken four years, but a return to a prewar level of production after the First World War took almost seven years.

Our investment in this superb job of salvaging civilization is also beginning to pay dividends in trade. History shows that industrial nations are the best customers for American products. Before the war, for instance, the ERP nations took 38 per cent, or the largest share, of our exports. Thus, only by increasing the living standards of other areas, can we expect to find a wider market for American goods.

And through its economic achievements to date, the Marshall Plan has already paid off politically. The tide of Communist chaos that threatened to engulf all Europe has been turned back.

Sound progress abroad, and the stability of our own economic strength are therefore among the cold, practical reasons for having a vigorous faith in the future. These are the only reasons that have any substance, and only by such realistic appraisal can we prevent frustration and ulcers.

The Buyers' Market

It is at this point that we must face the fact that customers are not as eager to buy as they used to be. They tend to shop around and to hold back for lower prices. They are in a mood to make the salesman really sell. What we are witnessing today is the transformation of a sellers' market into a buyers' market. And that is as it should be; for in the free economy to which we all give lip-service, a seller's market is a reversal of the natural order of things. And in the long run it is an abomination to business itself.

A sellers' market promotes habits of sloth and lethargy, of shoddy

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Men, Men, Men . . .

(Continued from page 17)

is people." General Robert E. Wood, chairman of Sears, Roebuck and Company: "While systems are important, our main reliance must always be on men." General Brehon Somervell, president of Koppers Company: "The extent to which you can understand human nature will be a measure of your success as an executive."

Stanley C. Allyn, president of National Cash Register Company, is even more emphatic: "The major problem of American industry — and what the whole world needs most to know — is how to get along with people." And, Roy A. Hunt, president of Aluminum Company of America, adds, "Most people seem to think of a company like ours as a collection of brick, concrete, and steel buildings full of equipment for producing aluminum. Actually, the company is made up of human beings — men and women."

Long Used

If psychology is a common denominator of business, how did business ever get along without it in the past? The answer may be that many businesses didn't get along. About half the corporations in the U. S. fail to earn a profit in any one year. Dun and Bradstreet report from 15,000 to 20,000 business failures every year, except war years when anyone can make money.

In the soap field alone, some 300 firms have gone out of business in the past 40 years. While these 300 who knew how to make good soap were petering out, there were two that kept growing — Lever Brothers and Procter and Gamble. Both were early birds in using applied psychology. Lever Brothers, especially in England, used the National Institute of Industrial Psychology to direct the studies of their processes and people and products. Procter and Gamble have had their own highly competent psychological staff since 1923.

Today many other successful firms are using psychology no less diligently. At Peoria, Ill., Caterpillar Tractor Company has set up a psychological mental hygiene

Who says it's expensive to ride the HIAWATHAS?



(Top) Tip Top Grill car. (Above) Luxurest coach.
(Right) Skytop Lounge.

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Hiawatha
Serving Wisconsin River Valley

Some people think it's costly to travel on "glamor trains" like The Milwaukee Road's HIAWATHAS. Nothing could be further from the truth!

You'll verify that when you check the cost of modern coach travel on The Milwaukee Road against other carriers on land or in the air.

Add in the extra luxuries you get, and we think you'll agree that it's not only delightful but thrifty to ride in HIAWATHA coaches. Parlor and sleeping car tickets cost only a little more. V. L. Hitzfeld, G. A. P. D., Room 711, 100 W. Monroe St., Chicago 3, Ill., Phone CEntral 6-7600.

THE MILWAUKEE ROAD

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HIAWATHA LINE**

section in its medical department to train supervisors to understand and lessen the strains on workers' emotions. It also briefs each new worker to ease the strain of adjusting to a new job in a big plant.

Radio Corporation of America psychologists test applicants for employment in each of the company's plants. Johnson and Johnson uses professional psychologists in the training of old employees, as well as new workers. Foremen, and even top executives are given special training in the human element in industry.

The Department of National Defense — Army, Navy, Air Force — used 230 civilian psychologists in 1949, and also assigned special work to outside psychologists for research and development on the efficient use of manpower, not only in uniform but also in manufacture of supplies. In 1949 the defense branches spent more than \$2,500,000 for psychological work.

Eastman Kodak Company has Dr. Sidney M. Newhall engaged in color-control development, and a large distiller has another psychologist working on whiskey and gin

taste preferences and standardization of product taste.

Psychology has become big business itself. The Psychological Corporation, which grossed \$1,250,000 in 1948, did special work for 41 firms in their industrial division alone, including everything from morale surveys to giving clients' packaging more "oomph." For a dozen years the company has been making the famous "Public Attitude Barometers" (what John Q. Public thinks of big business) for duPont, Ford, General Electric, General Motors, Standard Oil of N. J., U. S. Steel, U. S. Rubber and Westinghouse Electric.

The Job In Industry

Harry A. Bullis, chairman of General Mills, Inc., has summed the psychologist's job in industry in these words: "During the early years of this century, expansion and production occupied the best business brains. The years between the two World Wars were characterized by tremendous emphasis on selling and merchandising. The second half of our century will be

marked by inspiring progress in the field of human relations."

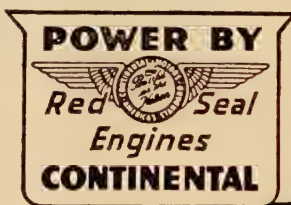
Or listen to Henry Ford II: "If we can solve the problem of human relations in industrial production, I believe we can make as much progress toward lower costs during the next ten years as we made during the past quarter century through the development of the machinery of mass production."

It requires good judgment to make a go of business — to know how to buy low and sell at a profit, to watch costs and mechanical processes. It also requires good knowledge — or good luck — with human nature. In the past, some have been able to pick up a working knowledge of people by analyzing their experience, and by happening to have correct hunches. Today that knowledge can be picked up quickly by studying the discoveries of scientific psychologists. And it will be more useful and more correct than knowledge picked up by incidental observations made on the run.

People are worth understanding, and can be understood by anyone who wishes and who discards his

Continental Motors

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CAPITAL AIRFREIGHT

"For fast, dependable delivery of parts Continental Motors is a frequent user of Capital AIRFREIGHT Overnight Delivery Service," writes N. W. Hopkins, Advertising Manager, Continental Motors, Detroit, Michigan.

Overnight Delivery of repair and replacement parts cuts down High Cost of Lost Time for any industry whose production profit-and-loss is measured in minutes . . . offers better shipping service to more customers quicker!

Overnight Delivery by Capital AIRFREIGHT can mean an **extra** profit potential to your business . . .

can speed expansion to distant markets . . . can cut expensive warehousing and packing costs and make rapid turnover of smaller inventories possible! Ask your Capital representative about the PROFIT-PLUS value in shipping via Capital AIRFREIGHT . . . there's no obligation!



JOHN E. COURTWRIGHT, District Cargo Sales Manager, DEarborn 2-7550

resistances. Guessing merely complicates human nature and makes it seem a mystery.

Bill Jeffers started with the Union Pacific Railroad as a call boy, at fourteen. A few days after he had been made president, an old employe came to his office with a report. Jeffers was busy with something else and gave the report little attention.

"Look here, Bill Jeffers," the old timer said as he banged the table, "don't get so busy you don't have time to think."

Jeffers had that outburst printed, and kept it on his desk as a motto.

It is worth paraphrasing: Don't keep so busy with credits, discounts, inventories which are incidental to your business that you don't have time to study the people who make the business.

Gardeners

(Continued from page 20)

gent missionary work on the part of its members and partly to the inclination of gardeners, like all hobbyists, to identify themselves with a national fraternity. MGCA has helped organize more than a hundred garden club chapters and, with a dozen or so new chapters sprouting every year, the national membership is climbing like a well-fertilized hollyhock. It now stands at slightly over 7,000 and, of course, includes only a slight fraction of the part-time gardeners who are potential members.

Men's garden clubbers come from all stations of society and business. There is an ample sprinkling of bank directors and corporation executives, but probably almost as many carpenters and steam fitters. The Ashville (N.C.) club has a strong representation among retired army officers, having among its members two generals, 11 colonels, and an assortment of lower ranks. Several other clubs have a higher-than-average representation among undertakers, which may possibly be ascribed to a feeling that the hobby enhances the mortician's professional craftsmanship.

The heterogeneity of MGCA executives is further proof that there is no such thing as a "typical" male gardener. The club's 12

board directors include a Cleveland public accountant, a Savannah postal worker, an Ashville real estate dealer, a New York dentist, a Chicago tool and dye company president, and an Oregon state highway engineer. "The MGCA is also the most democratic organization in the country," one garden clubber remarked recently, avoiding direct reference to the generally accepted social value of women's garden club membership, "for where else could you find a railroad president and a track-layer discussing their mutual in-

terests while in shirt-sleeves and slacks?"

With clubs flourishing from Walla Walla, Wash., to Gainesville, Fla., interests vary widely with locality. The Men's Garden Club of Tangipahoa Parish, La., lays stress on its annual camellia show in January, while the Men's Garden Club of Rockport, Mass., (which calls its members "Johnny Jump-Ups") is currently campaigning for more maple trees along community streets.

Most garden clubs meet informally each month — preferably,

"Imagine him screen-tested!"

The image shows a woman in a dark suit pointing her finger towards the viewer. To her right is a cartoon character of a man in a suit and bow tie, standing on a box labeled "SP SUPERIOR PROCESSED COAL". The character is holding a pointer stick and looking towards the woman.

Yes, SP stoker coal is screen-tested regularly!

Potential movie stars are not alone in their screen tests. SP stoker coal has a screen test all its own. It checks regularly the size consist of the coal, for such sizing is back of its full burning efficiency. A long series of performance studies developed it. New methods maintain it in the loading of thousands of tons daily at Peabody refining plants. By automatic machinery, different coal sizes are separated and reassembled in exact proportions to form this size "prescription". That's why SP stoker coal is exceptionally uniform . . . why Peabody customers expect it to be

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says the club's guide, in "a centrally-located place (with) room enough to accommodate the crowd." The New York club meets in the Advertising Club on Park Avenue, while the Libertyville, Ill., group meets in the girl scout room on the second floor of the town hall. Discussion topics run the gamut of the horticulturist's widely varying interests. Last year's program series of the Men's Horticulture Club of Raleigh, N. C., was more or less typical. It began with an evening devoted to "Fertilizers for the Garden and, in the course of the year, covered Herbaceous Perennials, Control of Nematodes, Propagation of Plants, Insect Control, Man and the Land, and The Rose Garden.

Specialization

As with most creative arts, horticulture usually leads to specialization, and the Men's Garden Club encourages this in several ways. For one thing, it conducts an annual plant analysis program to determine ideal cultivation practices in various localities.

The current program, in which hundreds of home gardeners are participating, includes studies of chrysanthemums, daffodils, dahlias, delphinium, broad-leaved evergreens, flowering shrubs, gladiolus, hemerocallis, primulas, peonies, iris, roses, violas and tuberous begonias. Annual growing reports from various

parts of the country are correlated by test program chairmen (who, in the case of roses, chrysanthemums and daffodils are entitled, respectively, "Chief Rosarian," "Chief Chrysanthemarian," and "Chief Daffodilarian") and are reviewed in the club's year book.

The reviews are both informal and informative. Twenty-five club testers took part in last year's tuberous rooted begonias study, for example, and Chairman Charles P. Wilson of Portland, Ore., in his chatty report on developments, told clubbers everywhere:

"Hanchey of Baton Rouge, La., says he had poor results, but any report of a successful survival of tuberous rooted begonias from that section is encouraging. Pearce of Atlanta kept half of his tubers in his (or his wife's) refrigerator at 40-45 degrees until June 29, and then they were started as usual. Growth was slow and irregular. . . Trunck, of Freeport, Ill., who lost his tubers in 1947 by freezing, had them knocked out by two hail storms in 1948, but supported by his wife's encouragement, he is going to try again. . . In 1947 Schaetzel of Denver had the best report of any, but this year he seems to have slipped a bit. . . Wenninger of Highland Park, Ill., makes a startling admission that he took his wife's advice and dug up his begonias on October 15, only to have a killing frost on October

17. . . Thornton of Akron had a sudden hail storm come up which riddled his plants just three days after setting them out, but he didn't lose courage. . ."

Most garden clubs also publish bulletins, which take the form of a newspaper or a small magazine. The New York club gets out "The Compost Heap" and the Albany (Ore.) publishes "The Back Acker". Elsewhere titles are no less appropriate: "The Digger" in Aurora, Ill.; "The Propagator" in Elgin, Ill.; "The Earthworm" in Elmhurst, Ill.; "Side Shoots" in Great Neck, N. Y.; "Garden Pants" in Highland Park, Ill.; "The Clodhopper" in Raleigh, N. C.; and "The Weeder's Digest" in St. Paul, Minn.

May Become International

Some garden clubbers believe the time is not too far distant when their organization will expand into an international body. The Men's Garden Clubs of America has received several overtures from gardening groups in other countries, notably in South America, nibbling at the idea of global amalgamation. Thus far, the MGCA has officially steered clear of a formal association with foreign gardening groups, partly to avoid possible commercial complications. The home gardener is already deluged with sales literature from American seed and plant concerns, and some fear that foreign concerns might try to capitalize upon an international association of home gardeners.

"Nevertheless," one club official said recently, "we are all looking forward to an international association of men's garden clubbers when the time seems right to organize." It is likely, therefore, that before long we will know whether horticulture will at last provide the link to weld men of many nations into a peaceful world. Some garden clubbers who have toyed with the idea have no doubt that their organization has a real opportunity to further international good will.

Meanwhile, the Men's Garden Clubs will continue to concentrate their efforts upon enlisting more members right at home. Apparently, this will not be difficult, for one constant trait of the part-time horticulturist is that, once he has



progressed from garden dabbler to garden enthusiast, he develops an evangelistic ardor. This may take one of several forms of expressions. Some businessmen-gardeners sweep their desks of less urgent matters and hustle half way across the country, when word arrives that a new garden club is in gestation and needs help.

Other garden clubbers express the evangelistic fervor through poetry, no example of which is more earnest than the bit of verse recently penned by an anonymous Jackson, Miss., garden clubber:

*He who plants a little garden,
Hoes and waters it with care,
Finds within each seed a jewel
Brighter far than diamonds, rare.*

*Searching roots and clinging tendrils
Are a part of plan divine,
So, good neighbor, plant a garden
And enrich your life and mine.*

Brokers' Row Sets Sights

(Continued from page 19)

where the ad has run the results have been comparable.

In Chicago, Sills, Fairman & Harris, Inc., has received more than 850 replies to advertisements running in local dailies since the start of the year. Average commission from the 185 new customers attracted by these ads has been \$80.

Almost without exception, brokers report that their expenditures for advertising, pamphlets, lecture halls, show booths and shoe leather are more than repaid by new business that results from their selling efforts.

But these efforts are only a beginning, for some independent studies show that the financial fraternity has a tremendous educational task ahead before the wall of ignorance and resistance to stock and bond investment is chipped away.

In a Federal Reserve Board survey last year, 30 per cent of the persons queried admitted that they knew nothing about investing in common shares and 26 per cent opposed common stock purchases as a gamble and simply "not safe." The board also found that less than one out of "ten spending units"

in the country owned corporate securities.

Misconceptions regarding securities are not limited to non-owners of stocks or bonds. One true story illustrates a too-common misunderstanding about bonds. An elderly lady was viewed in a bank vault removing some bonds from a safety deposit box. One bond had a single coupon left, which she removed then threw the certificate itself in the waste basket. When questioned she said, "Oh", why she had done that for years as she thought the

bonds were worthless once the coupons were clipped.

To tackle the elementary job of education many firms offer pamphlets like the two Merrill Lynch booklets on how to invest and to read a financial report or Francis I. duPont & Co.'s "Opening An Account."

These brochures are written for the layman, in terms anyone should be able to understand. They outline and explain all phases of stock market dealings. The Merrill Lynch "How to Invest" booklet,

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**CHESAPEAKE & OHIO
RAILWAY**

35 pages in all, starts out with this premise . . .

"THERE IS NOTHING FUNNY ABOUT MONEY — There is nothing funny about anything so hard to get and yet so easy to get rid of. There are millions of Americans, however, who let themselves drift into money habits that are just plain ludicrous. They will work forty hours a week, fifty weeks a year for a whole lifetime to make money and yet they resent taking a couple of hours now and then to work seriously at the problem of using their money wisely."

Principles Made Interesting

As the booklet details the fundamentals, cartoon illustrations in the margin punch home cogent facts and give the reader a short course in economics as well as admonitions like "Don't fall in love with a stock."

The duPont pamphlet, after explaining the rudiments of stock trading, gives some advice too in the form of "Axioms of Wall Street" such as . . .

"Don't overtrade! The tendency to overtrade is one of the worst

pitfalls of speculation of any kind."

"Beware of 'tips' at all times — particularly after the market has had a big advance."

"Don't be afraid to take profits! No one ever lost money in Wall Street by taking profits."

Two great untapped sales markets that brokers would like to reach are farmers and highly paid workmen. Farm journals have carried some ads by commodity trading houses but brokers generally feel that the farm market is so scattered that the cost of getting such new business would outweigh commission results. The labor capitalist is, however, usually located in large industrial cities. To reach the union man, several firms have carried ads in the Detroit Labor News and in the Cleveland labor press, some with rather indifferent success. Among those using the labor press columns have been Merrill Lynch (to advertise the free lectures), Paine, Webber, Jackson & Curtis, Cray, McFawn & Co. and Morrow & Co.

To reach a diversified segment of the population that might otherwise be missed by their merchandis-

ing methods, several brokers have rented booths at home shows. In New Haven, the firm of Day, Standard & Williams built up a prospect list of more than 5,000 as a result of its display and information booth at the Better Homes and Gardens Exposition.

In Cincinnati two brokerage firms, Westheimer & Co. and H.I. Cohle & Co., vied for the attention of the home show's 55,000 visitors. Passing out company brochures at the Houston home show was Mosk & Moreland.

Many firms are, however, relying on telephone and personal calls to reach potential customers. Prospects lists are gleaned from replies to advertisements, from phone book listings of professional men and from lodge rosters, to name a few sources.

Roving, out-of-the-office security salesmen are particularly being used to sell the fastest-growing type of security on the board — investment trust shares.

Even with the general stock market in the doldrums, investment funds sold \$80,000,000 of their own shares in the first three months of 1949, a sales gain of 26 per cent from the 1948 quarter. These trusts sell their own shares and in turn invest this money in diversified portfolios of corporate securities.

Attitude On Trust Shares Varies

Some brokerage firms continue to discourage the sale of investment company shares for such reasons as "There is too heavy a load factor imposed in selling costs and management fees" or "an investor loses control of his money when he invests in a fund." Others give a more candid reason that trusts "chloroform a customer" or in other words remove him from active trading. After buying trust shares, most investors are content to hold them and let the trust follow the market with security switches and additions to their portfolios. Many brokerage houses take a different view. They sell investment company shares as a permanent investment.

Bache & Co., for example, has gone all out in an effort to promote a selected list of mutual funds. It has hired a special corps of more than 200 salesmen to sell nothing but trust shares. Each man is given a two week training course

Our national staff of pension consultants is prepared to use its wide experience with all types of businesses in making a sound, independent actuarial study of your firm's retirement needs.

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Los Angeles Pittsburgh Seattle St. Louis St. Paul Duluth
Indianapolis Portland Superior Washington Cleveland Buffalo
Columbus Phoenix Vancouver Montreal Havana London

and a New York Stock Exchange examination before he is eligible to go out on solicitations.

Paine, Webber has run contests among customer's men in its various offices to sell investment company stock. E. F. Hutton & Co. has been very active in merchandising funds, and in one month chalked up the sale of 100,000 investment trust shares.

Cohu & Co. employs a roving crew of 20 men to sell fund shares exclusively, and Kidder, Peabody & Co. has established a separate department to handle investment trusts.

To give investment shares some of the compulsory savings appeal that life insurance has, some open-end or mutual funds (those that are continually increasing their capitalization by the issuance of new shares) are being sold on a scheduled investment basis. Calvin Bullock, distributors and managers of an open-end fund Dividend Shares, has a monthly purchase plan and the First Investors Corporation is selling Wellington Fund on a periodic-payment basis.

Brokers are getting an assist from the New York Stock Exchange in their campaign to attract new investors into the market. The exchange will spend \$500,000 on advertising this year to tell those with idle money about the desirability of owning a stake in the future of capitalism.

This, and all the hustling of brokers, is designed to broaden the country's investment base by reviving the dwindling market for equity securities and to make the smaller capitalist a shareholder in U.S. industry.

Breakfasts . . . Factory Made

(Continued from page 14)

turkey raisers are lucky if 60 per cent of their poults survive. But at Purina's research farm, over 90 per cent live to 26 weeks, at which time they go to market. The average turkey farmer will get about 40 eggs from a turkey a year and, of these, only 10 to 14 will hatch. Purina gets 185 eggs per turkey and, of these, 125 usually hatch.

Purina is also working on test-tube diets for animals. Feed alone, Purina has found, will vary the

color, length of the hair and density of fur on a variety of animals. Purina is particularly fond of its experiments with the gilt-edged member of the fur-bearing family — the chinchilla, which is one of the most difficult fur bearing animals to raise commercially. It is so difficult, in fact, that a few pelts hooked together into a short coat carry a price tag that may read as high as \$75,000. Purina has not yet taken all the bugs out of chinchilla-raising, but it has simplified the job considerably and hopes to make it even more successful when the ideal laboratory diet is finally concocted.

Midwest Industry

Although feed is manufactured throughout the country, the biggest mills are in the midwest. Among feed manufacturers in Chicago, in addition to Quaker, are Acme Feeds, Inc., Arcady Farms Milling Company, Hales and Hunter Company and Vitality Mills, Inc.

In Minneapolis, in addition to General Mills, the nation's second biggest flour miller, Pillsbury Mills,

is also a big factor in feed making. Both these companies are probably in feed because they produce one of the most important ingredients — bran. Companies that process vegetable oil often are feed manufacturers, as are Archer-Daniel-Midland Company at Minneapolis, the nation's biggest crusher of linseed oil, and A. E. Staley Manufacturing Company of Decatur, Ill., one of the top processors of soybeans.

Indications are that these and thousands of other feed producers will continue to supply increasing quantities of formula foods for livestock and poultry consumption. As research progresses, feed makers continue to set their sights on still more fascinating objectives. For one thing, researchers are toying with the idea of partially predigesting animal feeds. The point is that present day feeds have become so efficient and move through digestive systems so quickly that some experts doubt that livestock, for example, can handle a further super-charged diet safely; they fear it may bring on diseases, even parasites. Hence, researchers are work-



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ing on the idea of introducing digestion-stimulating enzymes into the feed before it is fed to livestock to avoid such dangers.

Others are experimenting with new and more potent test-tube ingredients. Some are working with yeasts made of sawdust and new synthetic vitamins. Others are working on the micro-organisms that produce penicillin and streptomycin in the belief that they may increase the nutritive value of livestock

feed. Progress in this direction may open still broader horizons for the feed chemist.

As for the long range future, the day may never come when cows spurt the malted milk that many a youngster has dreamed of. But as barnyard and feedpen menus become more and more a matter of advanced science, it would be lacking in wisdom to call such an accomplishment altogether "impossible."

Here, There and Everywhere

(Continued from page 8)

hours, a practice accomplished by virtue of a new "mystery motor" which draws its energy from a nip of spirited beverage. The price of one is \$2.75, although those preferring to see double blue-eyed, hiccupping pink elephants can have two for \$5. Orders will be forwarded promptly to the manufacturer.

• **Boon To Stockholders**—Motorola, Inc., has come up with a unique idea for encouraging stockholders

to criticize and suggest ways to improve the company's operations. Motorola will select the best idea presented and name its originator "stockholder of the year"—a title that gives its holder an all-expense trip to Chicago, a trophy and a choice of a television set or radio console.

• **Infra-Red Home Heating** — The Englewood Electric Supply Company has begun supplying Chicago builders with a new type of radi-

ant heating for homes and commercial buildings which utilize infra-red heat rays. The new heating units, called "Electriglas", are compact panels of electrified, tempered glass containing chemical heating elements which give off a constant flow of infra-red rays.

• **Highway Decision** — An Indian court has held that the operation of a mechanical direction signal can be offered as evidence in defense of a damage suit resulting from an accident. The court dismissed a case against the owner of a truck when it was proved that the driver operated a mechanical signalling device, indicating a turn, for some 200 feet before the truck was struck from the rear by a passenger car. The defense presented a state certificate approving the device with which the truck was equipped.

• **Underwriting Course**—A two-year curriculum in property insurance sponsored by the Western Underwriters Association, will be inaugurated at Illinois Institute of Technology next month. Students taking the course will be part-time employees of companies comprising the underwriters association and will spend half a day in classroom and half a day working in the offices of their sponsors.

• **Better Food Note**—There is more than one way to make a young pig fatten in a hurry. An article beginning on page 13 of this issue tells how factory-made feeds can expedite the job, and now comes Westinghouse Electric Corporation with the word that a New York farmer who installed a fluorescent sunlamp on the ceiling of his pigpen and has found that it stimulates growth and prevents rickets. Fluorescent or factory-made feeds in our daily fare should be getting more tasty right along.

• **Research Expansion**—The International Division of Chicago's Armour Research Foundation has opened a new laboratory in Mexico City, the first unit of its kind in Latin America, which will seek to develop Mexican industries through scientific research. The lab has undertaken a number of specific research jobs for Mexican concerns, following the pattern adopted in this country.

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Invest in the MIDDLE WEST

Reviews of Middle-western Companies

By DANIEL F. NICHOLSON

THE "fool's gold" that was considered worthless by its discoverers some sixty years ago has proved to be a valuable material indeed. The shiny particles that attracted the prospectors of the 1890's were vermiculite, a form of mica. The discovery of a vast deposit of vermiculite at Libby, Mont., in 1919, finally led to experiments in the hope that it might serve some useful purpose.

In its original form the small flakes of vermiculite ore contain countless thousands of laminations to the inch, separated by minute particles of water. It was found that when the ore was subjected to intense heat—2,000 degrees—it "exploded" like pop corn into a fluffy and extremely light material about 15 times the original size. The exploded vermiculite, in addition to being light, proved to have excellent insulating properties because of the millions of dead air cells it contained. Moreover, it was completely fireproof, rot proof, vermin proof, and chemically inert.

This combination of qualities ob-

viously is just about ideal for building insulation, and this application continues to be the most important single use of vermiculite. However, other uses are gaining rapidly, especially the substitution of vermiculite for sand in plaster and for gravel or stone in concrete, to effect important savings in weight.

Zonolite Pioneered

The pioneer in developing vermiculite is the Zonolite Company, a consolidation of two small companies that had shared ownership of the deposit at Libby. The two companies, one controlled by the Fisher brothers of Detroit and the other by Mohr and Armour interests in Chicago, were merged in 1939. Philip D. Armour became chairman of the board, Lester Armour and Charles T. Fisher became members of the board of directors, and A. T. Kearney, head of the management consultant firm bearing his name, became president.

With the benefit of adequate financing and an active program of promotion, vermiculite's advantages received widespread notice. Sales



Constructive ADVERTISING

Planned

Created...

and "Put to Work"

For Better Results

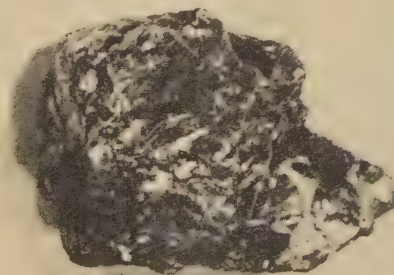
If you are not satisfied with the results you are getting from your present advertising, we welcome the opportunity of discussing your problem with you. Our competent and experienced staff can develop a program, complete in every phase, on any product or service that does not compete with our present clients.

Recognized by: ANPA • APA • PPA • ABP

The Advertising Corporation

T. W. Merrill, President

176 West Adams St., Chicago 3
Phones—Central 6-3313—3472



Vermiculite ore samples

A. J. BOYNTON AND COMPANY

*Engineers and
Technical Counselors*

58 EAST WASHINGTON STREET
CHICAGO 2, ILL.

CALENDAR OF SERVICES

ENGINEERS
AND
DESIGNERS
OF
SPECIAL
MACHINERY



Uncertainties, created during the depression starting in 1929, have placed added emphasis on the need for adequate public liability insurance. The growing claim-consciousness of the public has brought about the development of comprehensive liability coverages for both businesses and individuals.

In providing such vital protection for its clients, Moore, Case, Lyman & Hubbard's staff of experts is ably equipped to diagnose and prescribe the best available coverage to meet specific needs.



MOORE, CASE, LYMAN & HUBBARD

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*Chicago's Oldest
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An Adv. Agency Writes—

"Our client informs us that they must stop advertising in *COMMERCE Magazine*, because they have more business than they can handle. This speaks highly for the effectiveness of your publication."

**This advertiser used three
advertisements exclusively
in *COMMERCE Magazine*.**

which had amounted to only a negligible tonnage of ore during the 1930's, took a sharp upturn in 1940 and continued to climb spectacularly in the succeeding years. Although the shortage of building materials has ended, Zonolite Company's sales this year have continued to grow, an indication of the strong competitive position already won by vermiculite.

Zonolite Company estimates that it now produces more than 20 per cent of aggregate used in plaster in the United States. As compared with sand, vermiculite offers many advantages as an aggregate. It weighs only four to eight pounds per cubic foot, depending on grade, as compared with 100 pounds for sand. It is fireproof, provides insulation and makes a plaster far less subject to cracking than that made with sand.

Weight Saver In Building

Zonolite's aggregate for concrete is a specially sized and treated grade weighing eight pounds per cubic foot. Where ordinary concrete weighs as much as 150 pounds per cubic foot, the vermiculite product weighs 25 to 35 pounds. The concrete can be poured monolithically, that is, by a continuous process, or it can be made into precast blocks.

The insulating and weight saving qualities of the vermiculite plaster and concrete have attracted growing interest among economy minded architects and builders. A one-inch layer of the plaster, for example, provides fire protection equal to that of a foot and a half of ordinary concrete. In one 35-story building recently constructed it had been estimated that concrete fireproofing for the steel framework would weigh 15,000,000 pounds. By using vermiculite plaster this weight was reduced to 855,000 pounds, and the amount of structural steel required for the building was cut by 1,880 tons.

The vermiculite concrete is being used in many applications where the superior strength of the usual concrete is not essential. In roof decks, for example, and for the floors of ranch type and other basementless homes, the light weight concrete has adequate strength and provides better insulation. Another field in which excellent results

have been obtained is on the farm where vermiculite concrete floors are used in buildings housing poultry, hogs and other livestock.

The new type of plaster, or the concrete, and in some instances both, have been used in a number of new buildings in various sections of the country. The Prudential Life Insurance Building in Los Angeles, the Mercantile National Bank Building in Dallas, the Walgreen headquarters building in Chicago, the new Bonwit Teller store in Chicago, and the Saxon Hotel in Miami Beach, are among the newer structures in which vermiculite has been used. The Field Building in Chicago used vermiculite granular fill to stop heat loss around windows.

One of Zonolite Company's newer products is an acoustical plaster for deadening noise in stores, theaters, hospitals, offices, and other commercial structures. The acoustical plaster is mixed at the factory with a special plastic binder.

Another new product, introduced three years ago, is Terra-Lite, a vermiculite plant aid. Amateur and professional horticulturists use Terra-Lite to start seed and cuttings, for soil amendment, mulching, and the storing of bulbs and root crops. The response to this product has been favorable, the company reports, and has resulted in greatly increased sales.

Other Applications

A variety of other applications have been reported where one or another of vermiculite's properties has made it particularly suitable. One example is in the slow cooling of steel. Zonolite Company constantly is seeking new commercial applications and is concentrating on developing uses for the fine sized vermiculite that up to now has had only a limited market.

Vermiculite's success has stimulated a great deal of work on other light aggregates, and a number have been put on the market. Zonolite Company discussed this new competition in the annual report for the year ended March 31, 1949. Pumice and products made from bloated clays or slags have been available for many years, the company said. They are heavier and stronger than vermiculite and have their own fields of usefulness. More recently, the report stated, there

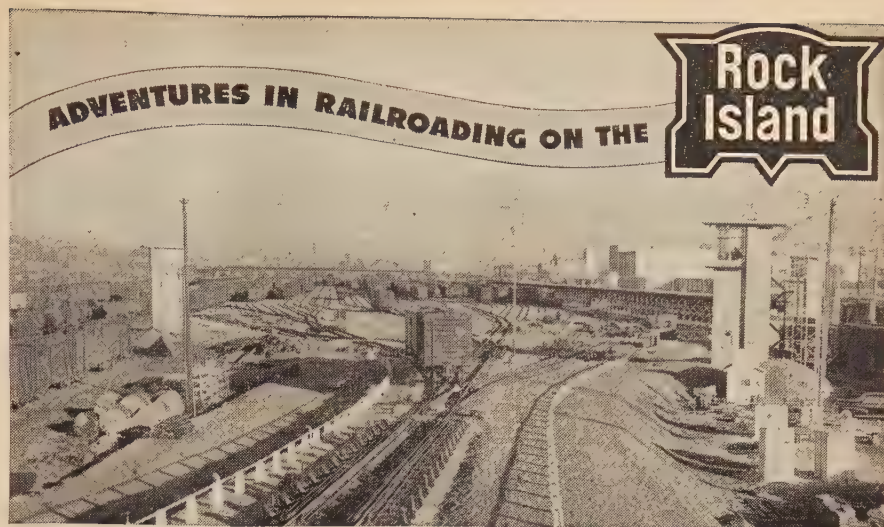
has been progress in developing aggregates more nearly comparable with vermiculite in weight, with volcanic rock the principal raw material. Zonolite regards the development of competitive products as an aid in broadening the market for light weight aggregates more rapidly than would otherwise be possible.

Owens Two Ore Deposits

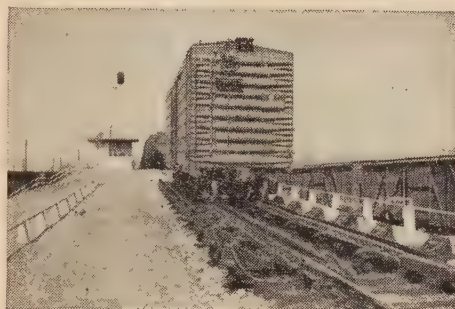
Zonolite owns the two largest known deposits of vermiculite in the United States. The deposit at Libby, Mont., two miles long and 1,800 feet wide, contains millions of tons of ore. The second and smaller deposit is in South Carolina. Processing plants are operated by the company at Libby, Albany, N. Y., Chicago, Dearborn, Mich., Pittsburgh, and Travelers Rest, S. C. Ore is also sold to approximately 30 licensee processors in the United States and Canada, and to plants in ten other countries. Some of these processors sell under the Zonolite brand and a few use brand names of their own choice.

Sizeable expenditures for enlarged and improved facilities have been made by the company since the end of the war to increase production and reduce costs. While this program is being continued in the current year, expenditures are expected to be less than in the fiscal period ended last March 31. Facilities are now such, the 1949 annual report stated, that the company will be able to give more continuous attention to reducing costs in procurement and operations.

Zonolite Company's sales expansion since the 1939 consolidation has been spectacular. Net sales for the 1940 fiscal year were reported at \$254,259. In the year to March 31, 1949, net sales totaled \$4,182,092, an increase of 48.4 per cent over the preceding year's \$2,818,211. Although the company still is relatively small, it has used all the promotional devices in the way of publicity, advertising, pamphlets, and educational activity, that ordinarily are exploited with full effectiveness only by the giant corporations. Zonolite products are advertised in national magazines such as the Saturday Evening Post, Better Homes and Gardens, and American Home, and in well known



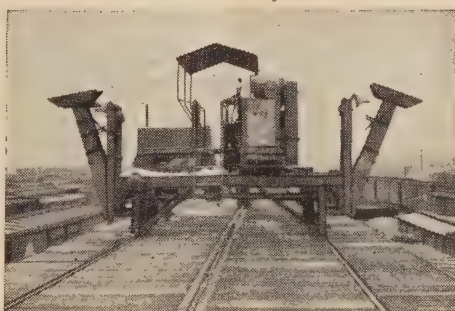
"Sorting" Cars is Easy in Our New



Over the "hump" roll the freight cars. Pneumatic retarders regulate speed.



Tower operators spot cars onto proper classification track.



Refrigerator car icing is swift and automatic with huge ice machines.

KANSAS CITY YARD

● Rock Island's new \$1,500,000 Armourdale yard at Kansas City can classify more than 4,000 cars daily! Through and connecting line freight is hurried into the yard for re-shipment; Kansas City cars are cut out for unloading.

The new Armourdale facilities include 40 classification tracks from the lead "hump" track; pneumatic retarders that handle cars gently (damage and loss is drastically reduced!); giant floodlights permitting 24-hour operation; and completely new icing facilities with automatic machines that will ice, in a matter of minutes, 90 cars at a setting.

Here is the first of Rock Island's modern freight yards, designed to keep pace with fast Rocket Freight service in providing efficient terminal handling of your shipments. Specify *Rocket Freight*—through the Kansas City gate!

ROCK ISLAND LINES

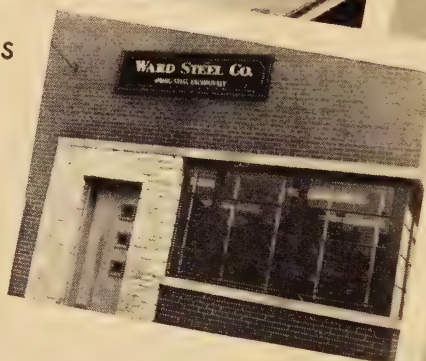
THE ROAD OF PLANNED PROGRESS

THERE ARE GOOD REASONS WHY INDUSTRY IS MOVING TO KENWOOD INDUSTRIAL DISTRICT



**CLAWSON & BALS
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J. H. VAN VLISSINGEN & CO.

RA ndolph 6-4042

120 South La Salle Street, Chicago 3, Illinois
PHIPPS INDUSTRIAL LAND TRUST — Owners

These and other progressive firms are moving to Kenwood because it is a completely facilitated district for industry. It is served by two Belt Railroads, street car and bus transportation to the door, excellent labor supply, ample provision for all utilities. You too can have a new plant built to your exact requirements and financed on either a purchase contract or long term lease.

farm publications and trade journals. The company also uses newspaper and direct mail advertising and point of purchase displays and leaflets. Inquiries per dollar of advertising expenditure were the largest in the company's history last year, the annual report disclosed.

The sharp rise in sales during the last several years was accompanied by an even faster rise in earnings. Net earnings for the year to March 31, last, amounted to \$520,942, equal to 53 cents a share on the capital stock, as compared with \$356,100, or 36 cents a share, for the preceding year. A comparison of financial statistics for the last ten years follows:

Year ended March 31	Net Sales	Net Income	Earn. Per Share
1949	\$4,182,092	\$520,942	\$0.53
1948	2,818,211	356,100	0.36
1947	1,799,611	219,689	0.22
1946	1,236,638	101,925	0.10
1945	798,887	52,506	0.05
1944	882,930	66,892	0.06
1943	819,118	82,779	0.08
1942	464,819	12,336	0.01
1941	229,632	14,994	0.01
1940	254,259	d1,844	—

d—Deficit.

Despite the rapidity of its growth, the company has no funded debt or preferred stock. Capitalization consists solely of 1,200,000 authorized shares of \$1 par value stock, of which 984,112 shares are outstanding. Large increases in accounts receivable made it necessary to borrow \$100,000 for three months in the latter part of 1948, but the company does not expect to borrow in 1949 unless there is a sharp seasonal peak in sales.

Dividend Increased

Dividends were inaugurated in 1944 when five cents a share was paid. Similar payments were made until June of this year when the rate was increased to 10 cents a share.

Zonolite's working capital position was improved substantially in the 1949 fiscal year. As of March 31, 1949, current assets totaled \$1,222,314, including cash of \$333,199 and U. S. government securities of \$174,930, while current liabilities totaled \$414,194. Net working capital of \$808,120 represented an increase of \$302,624 over the figure a year earlier. Net fixed assets of \$1,234,923 were up \$142,912 for the year. Total assets of \$2,617,083 compared with \$2,018,968 as of March 31, 1948.



INDUSTRIAL DEVELOPMENTS IN THE CHICAGO AREA

INDUSTRIAL developments in the Chicago Industrial Area during July totaled \$7,813,000 compared with \$17,164,000 in July, 1948. Total expenditures in the first seven months of 1949 were \$60,933,000 compared with \$80,348,000 for the same period in 1948. These developments included new construction, expansion of industrial buildings, and the purchase of land and buildings for industrial purposes.

Woodall Industries, Inc., fabricator of fiberboard, has purchased a 7½ acre site on the north side of Oakton street west of McCormick road in Skokie. Brown and Matthews, and Westcott Engineering Company, engineers; Hogan and Farwell, brokers.

General American Transportation Corporation, 4405 Euclid street in East Chicago, Ind., is constructing an addition to its machine shop. Bachman and Bertram, architects.

Calumet Shipyard and Dry Dock Company, 9367 S. Harbor avenue, has purchased a 10 acre site adjacent to its plant.

Cudner and O'Connor, 4035 W. Kinzie street, is constructing a 10,000 square foot addition to its plant. The company manufactures lacquer finishes for decalcomania, wood and plastic coatings.

Sauerman Brothers, Inc., 522 S. Clinton street, manufacturer of excavating and conveying machinery for quarries and mines, has purchased a tract of land in Bellwood on which it is constructing a one-story crane-type building. J. L. McConnell and Associates, engineer-architect.

Farley Manufacturing Company, 2650 Belden avenue, candy maker, has purchased a site on Searle Park-

way in Skokie on which it will construct a 20,000 square foot plant.

American Brake Shoe and Foundry Company is constructing an addition to its Hawthorne plant at 4520 W. 26th street. Ragnar Benson Inc., general contractor.

Packers Terminal and Warehouse Corporation has purchased the building formerly occupied by Libby, McNeill and Libby in the Union Stock Yards. The building contains 330,000 square feet of floor area. Packers Terminal and Warehouse Corporation is a new company which will operate a public warehousing service for national distributors, particularly the packinghouse industry.

Cuneo Press, 2400 S. Grove street, is constructing a one and three-story concrete press and bindery building. The building will add approximately 350,000 square feet of floor area to the Cuneo plant.

Fairbanks Morse and Company, 600 S. Michigan avenue, is constructing a 36,000 square foot, one-story steel and concrete building at 1544 S. State street. The building is to be used as an office, warehouse and service building.

Standard Asbestos Manufacturing Company has purchased approximately 44,000 square feet of land at the corner of Eastman and Kingsbury streets.

Continental Baking Company, 1301 Diversey Boulevard is constructing an addition to its plant. W. H. Lyman Construction Company, general contractor.

Rock-Ola Manufacturing Corporation has purchased 550 feet of frontage at 841-941 N. Sawyer avenue.

Universal Cyclops Steel Corporation, 172 N. May street, is con-

INTERESTED IN ITALY?

Italian citizen, now operating an export business in Chicago, is making a business trip to Italy. Will be glad to discuss possible special assignments with interested parties.

Euro-Latin Export Company
55 E. Washington St. Central 6-7848

Industrial	Institutional
GENERAL CONTRACTORS	
Additions, Remodeling, Alterations	
E. L. Archibald Co. Est. 1916	
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Complete Service for Industry

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INDUSTRIAL PSYCHOLOGIST

THE PERSONNEL LABORATORY
LA SALLE-WACKER BLDG. • CHICAGO

MAP MOUNTING

ON MUSLIN • ON COMPO-BOARD
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MODERN LEATHER BELTS AND SHORT CENTER DRIVES

With Automatic Belt Tightening
MOTOR BASES

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"Largest Leather Belt Manufacturers in the West"
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FRED SNOW STEEL TREATING CO.

1954 W. Kinzie St.

Ask for Mr. LeRoy—Tel. SEeley 3-2662

EXPORT SALES

Expand your Latin-American markets. Established export agency specializing in Cuban market can give products of merit wide distribution and sale. Call Mr. Lopez at Superior 7-4975.

Mention
COMMERCE Magazine
when writing advertisers.

LA JOLLA CALIFORNIA—Charming house and garden, double garage, beautiful view right above the bathing cove. Lot is 50 foot front, depth on one side is 190 feet and on the other 182 feet; it is in Zone 4, the only business lot of its kind left. Large deep flagstone patio in front of the house. Room for two stores on street, more if patio not desired and still leaving unobstructed cement walk to house. Below, house facing the ocean, grounds are landscaped in three terraces, one has flagstone. Small cottages could be built on terraces.

First floor of house consists of large living room with beautiful view through three large plate glass windows, a guest room with bath, dining room. kitchen with cupboards galore, large room for servants and bath, kitchen has cooler, etc. The second floor has a very large master bedroom with gorgeous view, many closets, enclosed sun porch, bathroom and a small hall with several closets. The second bedroom is quite large and has a dressing room and bath, lots of drawer space in dressing room. The basement contains a gas furnace, two laundry tubs and a small room with bath. All bath rooms have tubs. The upstairs and the downstairs have separate entrances so the house could be used as a duplex.

This place is ideal in size and situation for a small night club or an exclusive restaurant. Many possibilities.

The property is completely surrounded by a six foot wall, cement; gate when locked can be opened electrically from house. This property is in town and near several hotels. Central heating. Price \$100,000.00.

SAMUEL S. DICKSON
P.O. Box 232
La Jolla, California

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COMMERCE MAGAZINE,
One North La Salle Street,
Chicago 2, Illinois.

Attached find check for
which please enter my sub-
scription

for

ONE YEAR ☐ **\$2.00**

THREE YEARS ☐ **\$5.00**

To begin with the next issue.

Name.....

Address.....

City.....

structing a warehouse at Karlov
avenue and Parker street. N. Ron-
neberg, architect.

Vienna Model Bakery, Inc., 1212
W. Congress street, will build a
new bakery and garage at 701 S.
Halsted street.

United Packers, Inc., 1048 W.
37th street, has purchased the ad-
joining plant formerly owned by
Lowe Bros. Company.

**Quadriga Manufacturing Com-
pany**, 213 W. Grand avenue, is
constructing an additional building
adjacent to its present plant.

Apex Die and Tool Works, 5588
N. Northwest highway is construct-
ing an addition to its plant.

**Whitney Chain and Manufactur-
ing Company**, 21 N. Loomis street,
has purchased a 20,000 square foot
building on Newport avenue near
Kimball.

**Ceresit Waterproofing Corpora-
tion**, 512 S. Canal street, has pur-
chased the building at 3227 S.
Shields avenue which it will use

for the manufacture of protective
products for building construction
and industrial maintenance.

David Berg and Company, 449
W. 27th street, will construct a
three-story and basement addition
to its plant. A. Epstein and Sons
Inc., architect-engineer.

**Youngberg Tool and Manufac-
turing Company** has constructed a
factory in Schiller Park. The com-
pany manufactures tools and dies.

Bennett Company, a newly or-
ganized metal plating company, is
operating a plant at 1366 W. Ran-
dolph street.

Electro Products Laboratories,
549 W. Randolph street, is con-
structing a one-story plant at the
northeast corner of Ravenswood
and Sunnyside avenues.

Bell Metal Products Company,
457 W. 43rd street, is adding a
one-story expansion to its plant.
The company produces medicine
cabinets, shower stalls and metal
stampings.

Block That Ulcer!

(Continued from page 15)

ulcer that most people talk about
are the ones located in the stomach
or on the wall of the duodenum,
the latter being the upper portion
of the intestine which hooks to the
stomach. Both are usually classi-
fied under the broad term of pep-
tic ulcers, although in the interest
of precise medical philology the
former is called a gastric ulcer and
the latter, a duodenal ulcer. The
majority of your acquaintances who
have an ulcer probably have the
duodenal type. It seldom becomes
malignant, as may a gastric ulcer.
Either, however, can perforate and
lead to serious infection or hemor-
rhage.

In spite of all the work that has
been done on the problem, au-
thorities oddly neither agree upon
nor wholly understand exactly what
causes an ulcer. Certain physio-
logical factors are recognized as be-
ing involved in its development.
Chief among these is the pepsin and
hydrochloric acid action of the di-
gestive juices. Pepsin is an acceler-
ator that aids the digestion of pro-
tein in the stomach, and hydro-
chloric acid assists this digestive
process.

Researchers have found that ul-

cers in the digestive system are usu-
ally confined to regions where
hydrochloric acid is secreted. As a
result, one of the big problems of
ulcer management has been the de-
velopment of drugs and diets to
inhibit or neutralize acidity. Alumi-
num hydroxide is widely used. The
famous Sippy powders and diet,
known to practically every ulcer vic-
tim, have the same purpose. Gastric
mucin, a yellow powder extracted
from the lining of hogs' stomachs,
is a good antacid and is widely
used by some physicians. And, as
anyone who associates with an ulcer
victim knows, milk and cream are
invariably a part of the dietary
treatment.

Harvey Cushing, the noted neuro-
surgeon, was the first authority in
recent years to emphasize the im-
portance of nervous influences in
the origin of ulcers. It was his idea
that such influences actually lead
to changes in the lining of the
stomach which prepare the way for
an ulcer. But neither nerves nor
acid provide the whole answer to
the ulcer riddle.

Dr. A. C. Ivy, the distinguished
physiologist whose study of ulcers
goes back more than 30 years, does

not accept the prevailing medical (and widespread popular) belief that ulcers can be caused solely by worry or tension. Worry can cause a healed ulcer to erupt again or may so aggravate a "silent" one that a person becomes aware of it for the first time. Dr. Ivy holds, but the initial cause of an ulcer is a mystery not yet fathomed by medical science.

"In short," says Dr. Ivy, "worry may pull the trigger, but the gun is already loaded."

Dr. Ivy has spent the last 25 years at Northwestern University and more recently at the University of Illinois, working on the isolation and purification of a hormone called enterogastrone that may provide a clue to the ulcer mystery. Acquiring the raw material for enterogastrone preparation is a rather unsavory business. Once a week a group of Dr. Ivy's assistants trek to Chicago's stockyards where they wring out some 400 pieces of acid-soaked hog gut by hand. The extract is later purified and concentrated to a tiny pile of yellowish white powder, which contains only enough enterogastrone to treat one patient for 40 days. It has, however, been used with varying degrees of success on about 80 men and women.

Trying Radio Active Phosphorous

At New York's Mt. Sinai Hospital Dr. Norman Simon is trying to find an ulcer cure involving radioactive phosphorus. Scientists have known for some time that X-rays or gamma rays of radium combat gastric acidity. Unfortunately for the ulcer patient, these rays react not only upon the stomach wall but also upon the nearby small intestine and liver. Hence, there is always the possibility that rays aimed at the stomach may damage these adjacent organs.

Now, however, Dr. Simon has devised a way to concentrate these rays in the area to be treated. This is done by using radioactive phosphorus, an isotope whose rays are only about three-tenths of an inch long, and hence too short to penetrate beyond the stomach wall. To apply the rays, a balloon would be inflated, dipped into a radioactive phosphorus solution, allowed to dry, and deflated. Then it would be enclosed in a second balloon, swal-

The ROMANTIC IVANHOE



7th Wonder of Chicago

The **Ivanhoe Restaurant**, named after Sir Walter Scott's immortal story "Ivanhoe" is reminiscent of a day long past when men loved, lived and played hard.

Strolling from room to room is like passing through the glorious enchantment of long ago. The Catacombs with its wierd passages and haunting skeletons, Friar Tuck's Cellarage and the Dungeon Bar, the Black Knight's Inn, and Sherwood Forest are but a few of the attractions of this interesting Supper Club which makes an evening here adventurously different.

CUISINE . . .

Our chefs are noted for creating UNUSUAL dishes that appeal to the epicurean. Marvelous food—DELICIOUSLY PREPARED. FULL COURSE DINNERS FROM \$2.50. NO COVER OR ADMISSION CHARGE.

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CANAL 6-2900

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CHICAGO Electric Co.

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lowed by the patient and subsequently inflated to stomach size by means of an attached tube. Left in place for a few hours, the radioactivity of the phosphorus would arrest the production of acid and so, theoretically, work toward the healing of an ulcer. Thus far, the treatment has been tried only on dogs, but here results have been highly promising.

Another new treatment, announced last June at the American Medical Association convention, involves a tablet of sodium carboxy-

methylcellulose and magnesium oxide which is said to coat the stomach lining with a protective layer which counteracts acidity over a prolonged period. Here, again, results are described as "distinctly promising."

Everyone who has felt that gnawing sensation in the stomach wants to know, of course, whether the troublesome affliction has struck. The only sure way to tell whether you have an ulcer is by a trip to the doctor. Persistent indigestion, unexplained vomiting that may or

may not contain a trace of blood, severe stomach pains that come from one-half to three or four hours after eating and are quickly relieved by a glass of milk — these may all be symptoms of an ulcer. X-rays and a fluoroscopic examination are in order immediately.

If your doctor decides you do have an ulcer, one or a combination of the treatments previously described will probably be recommended. The success of any treatment, however, will lie largely with you. This is particularly true if you are not hospitalized. "Regularity" will soon become your middle name.

Tension will have to be eliminated promptly. If you're allowed to work at all, a few hours a day will be the limit for the first month or so. You will have to catch up on the sleep and rest that's been missed for years. You may even be given specific instructions to get acquainted with your family!

Small but frequent meals are another must, also a soft, bland diet. In all probability, meat will be ruled out for the first several weeks. Coffee, alcohol and tobacco will be allowed only in limited quantities, if at all.

Best Preventative

Furthermore, if you don't have an ulcer now, these health rules are still the best insurance against getting one — rest, relaxation, proper food. Moderation is the key to both physical and mental health.

Actually, an ulcer is by no means the world's worst affliction. A broken leg can be far more troublesome. Thousands of persons have weathered the ulcer storm and developed into better men and women by doing so. If an ulcer attack teaches nothing else, it at least emphasizes the wisdom of being patient and enjoying life at a less feverish pace than modern society customarily follows.

In any event, worry is perhaps one of the worst evils. Before you fret, get the facts. Though the complete solution to the ulcer mystery is not yet known, medical science can do a great deal to relieve and cure the disease. As with all other scientific riddles, the solution lies in the future success of diligent research and the early recognition of the trouble at hand.

"Webster," too, says you can do it better the **XL-WAY!**

EXCEL ELECTRIC SERVICE CO.

2113-25 S. WESTERN AVE.

PHONE VIRGINIA 7220

WDD 04556

CHICAGO 8, ILL.

DATE September 1, 1948

CUSTOMER'S ORDER NO. 82272

SOLD TO E. W. Fischer Company
228 North LaSalle St.
Chicago 1, Illinois

QUANTITY	DESCRIPTION	UNIT PRICE	AMOUNT	TOTAL PRICE	TAXES
1	6 Circuit Distributing Cabinet with 2 - 200 Amp 2 - 100 Amp 2 - 60 Amp Circuits			96 00	
100'	1-1/2" Galv. Conduit			34 50	
330'	#2 Type R Cable			94 95	
6	100 Amp Solderless Lugs			67	
6	Rolls Rubber tape			2 40	
6	Rolls Friction tape			2 22	
1	220 Volt 3 Pole 200 Amp Sq. D Safety Switch #4354			34 80	
2	CR 7006038 220/3/60 G. E. Magnetic Starter			96 00	
1	81D435 heaters			Inc.	
1	CR 2943 A200A Push Button Station			2 75	
1	394 base			25 00	
1	25 HP 220/440/3/60/1800 G. E. Open Type K Ball bearing motor			291 00	
1	SC 9.0 Worthington OD Sheave 1-7/8" Bore			27 95	
1	SC 144.0 Worthington OD Sheave 2-1/8" Bore			114 92	
5	C195 EC Cord Multi V-belts			92 59	
	Rewind:				
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TRANSPORTATION and TRAFFIC

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PRESIDENT TRUMAN on June 29 signed S. 257 amending the Interstate Commerce Act by providing a two-year time limit for the filing of overcharge and undercharge claims by or against motor common carriers, water carriers and freight forwarders. Enactment of such legislation has long been advocated by both shippers and carriers. The new law is not retroactive and therefore, its provisions will only apply where the cause of action accrues after June 29, 1949. Enactment of the legislation will make ineffective any rules published in the tariffs of carriers which provide a time limit for the filing of overcharge or undercharge claims. Motor carriers, particularly in recent years, have published tariff rules requiring that overcharge claims be filed within two years, but continuing in effect the much longer period, provided in the statute of limitation laws of the various states, for the collection of undercharge claims against shippers. The new law provides the same time limit for filing of overcharge and undercharge claims by or against motor and water carriers and freight forwarders as has been in effect in connection with rail transportation. The Illinois General Assembly has also passed a bill, H.R.-317, providing a two-year limitation period for filing of overcharge and undercharge claims by or against all types of carriers. The bill now awaits the governor's signature.

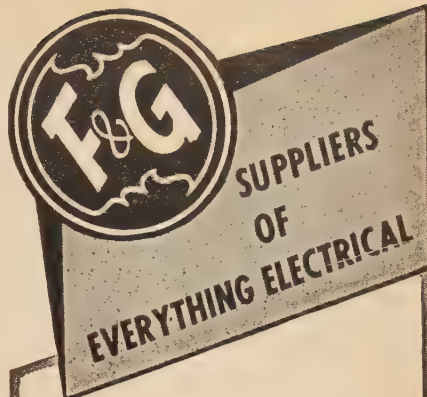
Express Agency Asks Rate Increase: The Railway Express Agency has petitioned the Interstate Commerce Commission for a 10 per cent increase in their first and second class express rates. The petition states that the agency is faced with a \$15,000,000 dollar increase in wages and payroll taxes and that the proposed increase in

rates would produce about \$24,500,000 annually. Under present rates, the agency stated, it would fail by more than \$51,000,000 to meet the railroads' costs for carrying express. The commission has docketed the request as Ex Parte No. 169, Increased Express Rates and Charges, 1949.

Office Of Defense Transportation expires: The Office of Defense Transportation, one of the last remaining wartime agencies, was discontinued at 11:59 p.m. June 30. Effective at the same time, its two remaining orders, No. 1 requiring merchandise cars to be loaded to an average weight of 20,000 pounds and No. 18 requiring the maximum loading of carload shipments, were revoked. ODT was established by President Roosevelt in December, 1941, and since that time the agency has issued thousands of orders aimed at conserving and properly utilizing transportation equipment.

I.C.C. Refuses To Vacate Suspended Motor Rate Boost: The Interstate Commerce Commission has denied the request of Central territory motor carriers for a lifting of the suspension of increases in rates on shipments under 5,000 pounds. The proposed increases ranged up to 10 per cent and were published in tariffs of the Central States Motor Freight Bureau to become effective May 21. They were suspended by the I.C.C. in I. & S. Docket No. M-3045, Central Territory Increases—Less than 5,000 Pounds.

Order Establishment Of Rail-Barge Differentials: The Interstate Commerce Commission has ordered the railroads and common carriers by water operating on the Mississippi and Warrior rivers to establish, on or before November 1, 1949, the through joint rail-barge rates and routes which they pre-



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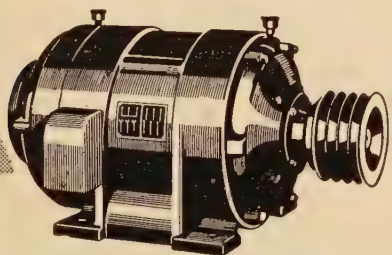
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scribed in the commission's original report in Docket No. 26711 released July 7, 1948. This report prescribed differentials in cents per 100 pounds to be deducted from the first class all-rail rates in determining the joint rail-barge rates. Issuance of an order was deferred to allow the carriers an opportunity to consider whether they would voluntarily establish the routes and rates in conformity with the commission's findings. The carriers have since advised the commission that they were unwilling to do so. The order now makes establishment of the rates and routes by November 1 mandatory.

Propose Five-Day Week Freight House Operation: The Illinois Commerce Commission held hearings at Springfield, July 19, and Chicago, July 26, on the application of railroads in Illinois for authority to place all freight station operations on a five-day week, effective September 1. This is the same date that the 40-hour work week becomes effective for non-operating railroad employees.

Postpone Forwarder-Motor Agreement Order: The Interstate Commerce Commission has postponed the effective date of their order in No. 29493, Freight Forwarders Motor Common Carriers, Agreements, from August 1, 1949, to October 1, 1949. The postponement was granted on the request of the United States District Judge for the District of Delaware. In its order, released last September, the commission held that terminal-to-terminal rates paid by the freight forwarders to the motor carriers which were lower than the published tariff rates, were not justified and were ordered discontinued. The forwarders recently filed suit in the United States District Court at Wilmington, Delaware, seeking to have the commission's order set aside.

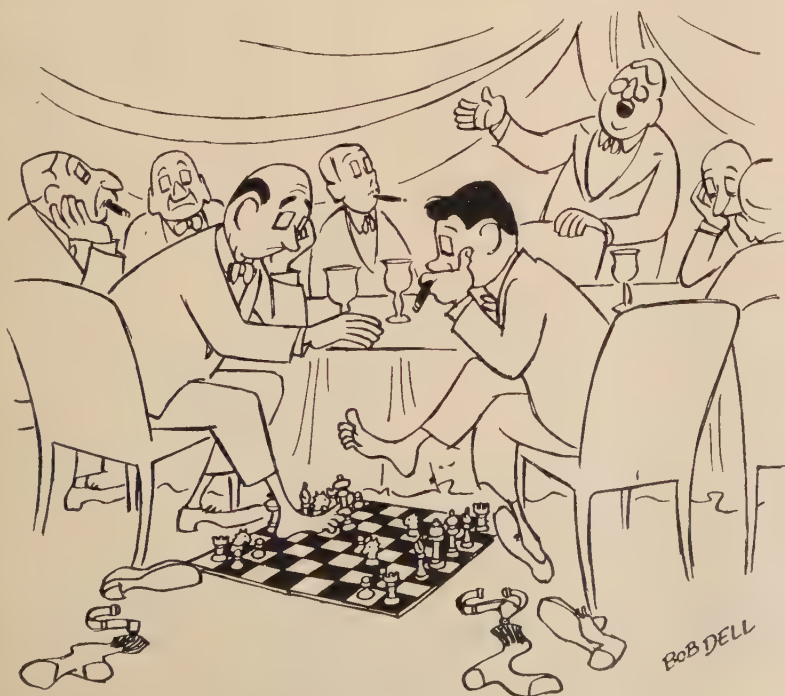
Reopen Less Carload Rate Case: At the request of the eastern railroads, the Interstate Commerce Commission has reopened the Docket No. 29770, Increased Less Than-Carload Rates In Official Territory, proceeding. In a previous order the commission denied the railroads' request to establish an increased scale of less than carload rates in Official territory. The railroads requested reopening of

the case for the purpose of presenting additional evidence as well as a modified and alternative scale of less than carload rates. The modified scale proposes to increase the present five mile rates by 105 per cent on exception rated traffic and by 98 per cent on classification rated traffic. The percentage of increase would decrease with the length of the haul for distances under 700 miles. For distances of 700 miles or more the rates on exception rated traffic would be increased to the present Classification basis. The alternative plan proposes to apply the Classification basis of rates to all less carload traffic. Both proposals provide for: (1) a minimum charge based on 100 pounds at the first class rate but not less than \$2.25; (2) a minimum rate of \$1 per 100 pounds when pick-up or delivery service is performed; and (3) a minimum weight per package of 25 pounds. Hearings will be held in Washington, D. C., beginning September 21, 1949.

Ask Lifting Of Increased Minimum Charge Suspension: A petition has been filed with the Interstate Commerce Commission by the motor carriers in Central territory asking that the suspension of the increased minimum charge per shipment be vacated. The pro-

posed \$2 minimum charge was published to become effective December 30, 1948, but was suspended by the I.C.C. on the request of The Chicago Association of Commerce and Industry and others. The matter was docketed as I. & S. M-2959, Minimum Charge for Shipment-Central Territory. The C.A.C.I. has asked the commission to deny the carriers' request for a vacating of the suspension without a full hearing to determine the lawfulness of the increased charge.

Marked Improvement In Chicago's Package Car Service: Package cars departing from Chicago during May had an on-time performance of 73.8 per cent, the best record for any month since September, 1942, according to reports compiled by the Chicago Association of Commerce and Industry. This compares with an on-schedule record of 71.7 per cent during April and 61.4 per cent during May, 1948. Reports received on 20,399 of the 23,169 cars forwarded from Chicago during May indicates that 15,064 were placed for unloading at destination on schedule. The continued improvement in merchandise service is attributed largely to the efforts of the railroads to restore prewar schedules.



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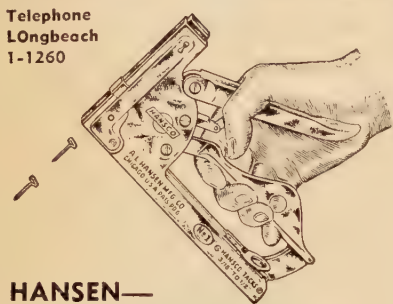
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New Products

"Swivel" Socket

Amplex Corporation, 111 Water Street, Brooklyn 1, N. Y., has come up with an electrical fixture that may simplify the job of working out effective store and display lighting arrangements. Amplex's new product is a swivel socket that screws into any fixed ceiling outlet and by using two universal ball joints provides a 360-degree horizontal and 180-degree vertical range for the accompanying reflector lamp or light bulb. The new socket, called "Swivelite," is of glazed porcelain and all wiring is enclosed in a twistproof aluminum jacket.

Safety Door Handle

Parents who worry about youngsters rolling out the rear door of their auto can forget their worries, says the Imperial Handle Co., 1685 McDonald Avenue, Brooklyn, N. Y., by installing a set of the company's new safety control handles. The handles, says Imperial, can be installed in place of conventional handles with a screwdriver and are equipped with a key which disengages the handle from the regular door lock. When thus locked, they can be opened only from the outside.

Acid-Resisting Hose

The United States Rubber Company, New York 20, N. Y., has a new high-strength fire hose designed primarily for fire protection and wash down use in acid plants and oil refineries. Said to be highly resistant to acids and acid fumes, oil and gasoline, the hose is constructed with a natural rubber tube, two plies of chemically treated cotton cord fabric and a neoprene cover giving it strength to resist 400 pounds per square inch test pressure.

Quick-Starting Fluorescent

One of the minor nuisances with fluorescent lighting has always been the brief waiting period between the time the switch is snapped on and the light reaches full brightness. Now, however, Super Electric Products Corp., 1057 Summit Avenue, Jersey City 7, N. J., has

developed a "self-starting balast" to make fluorescent fixtures light simultaneously with the flipping of the switch. The new balast is said to eliminate flickering bulbs and defective starters and also to retard the blackening of tube ends.

Easy Sash Painter

That homeowner's headache, the painting of window sash, should be less tedious with a device introduced by the Leonard Company, 506 Third Street, Des Moines 9, Iowa. Called a "Painter's Pal," it looks like the familiar plastic windshield ice-scraper that motorists sometimes carry, except that the bent end is fitted with a flat, short-bristle brush enabling one to paint sash in long, even strokes. The device is said to cut painting time to a fraction of that normally required.

Fade-Out Slide Projector

For people who use slides in selling, training or amusement, Gale Dorothea Mechanisms, 37-61 Eighty-Fifth Street, Jackson Heights, L. I., N. Y., has introduced a new projector which automatically fades one picture out and the next picture in, giving a presentation a somewhat more professional touch. Each picture, says the company, fades in from zero intensity to 100 per cent intensity and can be held at the peak as long as desired.

Hot-Weather Stickum

Paisley Products, Inc., 1770 Canalport Avenue, Chicago 16, has a new cake form, animal glue base adhesive designed particularly for summer use and in humid climates. The adhesive is clear light amber in color and becomes transparent when reduced with water and applied. It is said to hold paper and cardboard assemblies at 100 per cent relative humidity over water at 100 degrees F. without delaminating.

Electronic "Price Tags"

When you buy a coat, suit or other garment in the future, you may discover the price tag carries the familiar punch holes of larger types of business machine cards.

Potter Instrument Company, Flushing, N. Y., has developed an "electronic price tag reader," which involves the use of such punch card price tags and thus, says the company, eliminates the bottle-neck of manually punching record cards from information appearing on price tags, sales checks and inventory cards. The machine makes a two piece tag on which the same information is printed and perforated simultaneously.

Sealing Strip

Keller Products Inc., Cleveland, Ohio, has introduced a sealing strip, called "Tub-Kove," which is made from Geon polyvinyl plastic and which seals and covers cracks at junctions of wall and bathtub, washbowl, stall showers, etc. The seal is said to prevent steam and water from entering and causing damage to walls and woodwork. The plastic is a product of B. F. Goodrich Chemical Co.

Plastic-Laminated Panels

Another in a series of new paneling materials has been introduced by the Service Products Division of Woodall Industries, Inc., 2035 S. Calumet Avenue, Chicago 16. Woodall's paneling material, called "Lamidall," is said to have a tough, durable, plastic surface that resists heat, moisture, abrasion and impact. It is designed particularly for use in stores, clubs, hotels, hospitals, restaurants and other commercial buildings as well as in bathrooms and kitchens.

Sunburn Gauge

The Lamp Department of General Electric Company, Cleveland, Ohio, has come up with a humanitarian device designed to let sun-bathers know how much of Old Sol's treatments they can safely take. GE's suntan meter involves several intricate measurements, but when the final arrow swings to a stop it tells a person how much sunlight their particular type of skin will take before burning. The company recommends the use of the meter with a large dial at beaches and pools.

Electronic Towel

An electronic towel has been introduced by the Electronic Towel Corporation, 57 William Street, New York 5, which dries and sani-

tizes one's hands by a combination of heat and radiation in half a minute. Wet hands placed into a wall cabinet opening set off the

mechanism which combines infra-red heating rays, ultra-violet sanitizing rays, and a high-speed blower.

Trends In Finance and Business

(Continued from page 11)

to be favorable, barring adverse weather developments during the remainder of the growing season."

Although the situation is likely to bring demands for new farm legislation, the survey adds, the outlook for such legislation is becoming increasingly uncertain. For one thing, the Congressional agenda is already overcrowded, and before the issue is decided a long, bitter debate can be expected.

« « » »

Furniture John Consumer
Prices Down; should soon find
Quality Up his dollar stretching farther is the furniture store. Trade observers at Chicago's summer furniture market report that competition among manufacturers was the keenest it

has been since before the war. None-the-less, buyers spent most of their time clutching order books in their inside coat pockets; when sales were made, they were often for sample models: "I'll take two now and reorder when these move."

Wholesale prices at the big market were off a solid 10 per cent, sometimes even more on specific items, but at the same time quality was distinctly better, particularly in lower-priced merchandise. Many a furniture buyer who spent the war and post-war marketing weeks complaining of "toothpick and chewing gum" construction was plainly impressed by the high quality of most showings.

Despite ultra-cautious buying, there was an undertone of firmness in the market. While many manufacturers came to Chicago

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with three successively lower price tags ready to pin to floor samples in case of real trouble, only a minor fraction of the manufacturers resorted to mid-market price cutting. For the consumer the summer powwow of buyers and sellers spelled moderate price reductions, distinctly better quality, and wider variety in furniture this Fall and Winter.

« « » »

Department some 1948 figures,
Store Expenses the Harvard Business School finds
Continue Rise that department store expenses increased by one per cent of sales last year, continuing

a rise that has been in evidence since 1945. Higher operating costs in turn reduced taxable profits to the lowest percentage since 1940.

The Harvard study also finds that although department store volume continued to increase last year, the gain was smaller than in previous years. Unit sales held firm and stock-turn slowed down. The annual Harvard study is conducted with the cooperation of the National Retail Dry Goods Association. It is based on reports submitted by 439 firms carrying on business in 580 department and specialty stores with sales of \$4,000,000,000 in 1948.

A Fighting Faith For America

(Continued from page 22)

goods and sloppy service. It is destructive of business methods. It turns salesmanship into a lazy routine, whereas selling should be a dynamic and creative force. A buyers' market, on the other hand, challenges the best that is in us. It makes robust demands upon our sense of quality, our sense of service, our competitive instincts and sales talents — in short, upon all the elements that sparkplug a free enterprise business system.

Furthermore, the mechanics of a buyers' market underline the concept of equal opportunity from

which American life derives its essential vitality. This same concept fosters the competition which gives American life its zest. Each man born in America has a chance to reach the top, but no man is automatically guaranteed success by the mere fact of his birth in these United States. The sweat and effort that produce success must be his own.

Without a doubt, a lot of companies and individuals who rode the gravy trains of easy prosperity will be reduced to walking the rails again in the sterner, tougher, more

demanding days ahead. And that too, may be all for the best. Hordes of people blundered into business through the accidents of a strange business era. It is not their natural habitat. Only the alert and able, those with a keen sense of responsibility to the consuming public, are likely to survive and prosper.

Facing these facts, business must take a conscientious inventory of its own men and methods. It must unfreeze its brains and unfetter its energies. It must relearn the science of fighting for orders, instead of waiting for them behind polished mahogany desks.

How long has it been since any of us rang a doorbell? How many years has it been since we complained of fallen arches?

I am afraid there is too much ivory-tower, remote-control salesmanship today. Sales managers, vice-presidents, and presidents have shiny pants from hatching profits on cushioned chairs. At the very least, we should inflict as much wear and tear on the soles of our shoes, as we do on the seats of our pants! Let's get out and sell goods!

And our sales forces, too, need basic new training in the most efficient, hard-hitting methods of meeting today's changed conditions. Sending untrained salesmen into today's market, is like sending raw recruits into modern battle — they haven't got a chance!

Revitalize Advertising

To meet conditions imposed by today's buyers' market, business must not only refurbish its selling methods, it must also revitalize its advertising techniques. It must make them an integral part of its selling plans. Too frequently today advertising sells everything but the product it advertises.

Too often we forget that advertising must function so as to give dynamic power to our free enterprise system. During the war, we put advertising into uniform, and it performed a magnificent service for the war effort. Today, however, it is time to demobilize advertising and put it back to its civilian job of selling goods, but hard!

Many deeply sincere and patriotic groups have devised programs for selling the free enterprise system



BOB PELL

em to the American people. I concur wholeheartedly with the objectives of these programs; but I have serious doubts about the methods.

Our job, I venture to suggest, is not to sell the enterprise system, but to put some enterprise into the selling system. We cannot sell the American system merely by telling people how good it is. The proof of any product is in its performance. The only way to convince people that the American system is good, is to make it work for them.

As their standard of living continues to rise, so will their estimation of the system which made it possible. Advertising, therefore, can be a far more vital aid to our economy by selling the fine products and services available to the American people, than it can ever be as an outlet for statements on the American system.

So since the function of advertising is selling — selling products — advertising tools and techniques must be re-examined and, if necessary, redesigned to meet today's problems and opportunities.

Occupational Disease

This process may not be easy, for there is an occupational disease in advertising circles that might be called the blight of cautious imitation. Once in a great while, someone comes up with a truly new idea or technique. It is hailed with cheers — especially if it sells goods. Then, everybody in the business imitates it to death until, after an indefinite period, somebody else gets a new idea, and the blight takes hold again.

This procedure may have sufficed for the past, but it is not good enough for the future. The bright young men who produce advertising's bright ideas, must make themselves a great deal brighter.

Of course it is obvious that if we are to sell the goods, we must have the goods to sell. Where, then, are the postwar products we all dreamed about? Where are the miracles of America's laboratories predicted and presented in technicolor by industry itself? The answer, I think, is that in the last few years we have been too busy to make these dreams come true. Necessarily, we concentrated on filling the backlog of postponed demand

built up during the years of conflict. But that job has, in large measure, been completed. There is no longer any valid excuse for not making good on our promissory notes to the American consumer.

Our customers need, and should have, the newest, most modern products American industry is capable of developing. There is a vigorous demand for these goods — a demand that underlines America's faith in industry's vast resources of technical skills. How is this demand to be met? First, by clearing the way to the marketplace for new goods; second, by removing the roadblocks of inventory if it is high priced, for we are never going to get these high prices in the nearby future.

This suggestion will undoubtedly prompt some plain and fancy breast-beating, for it involves facing up immediately to inventory losses. My only reply is, that if inventory losses are involved in the pricing policies necessary to stimulate sales, these losses should be taken. Such losses are inevitable, so let's take them now!

If business is to do its share in revitalizing America's faith in the vigor of our economy, there is the corollary necessity for reducing costs through careful study of production and distribution methods and procedures. The first objective of such a study should be to increase the output of the plants we now have — in other words, to increase productivity. The second, to eliminate procedures which do

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not contribute to the quality of the product, or to its efficient distribution, saleability, and use.

With increased productivity, our economy will be able to meet the three-fold demand of foreign aid, national defense, and continuing consumer needs. A greater output from present facilities will also result in that which we need so desperately — more and better products, at lower prices, for more people.

Greater productivity necessarily depends upon the mutual and ungrudging participation of both Labor and Management. Labor and Management must progress together, and, as they advance to new standards of mutual achievement, so the nation will go forward with them. And America must go forward!

Of Global Consequence

What happens in America today will affect the lives of men everywhere. What remains of the free world leans upon our strength. If we permit ourselves to be confused by the present process of economic readjustment, the one certainty is that our friends among the nations of the world will follow us swiftly into the valley of despair! If we fail to maintain our own system, our mantle of leadership will become a shroud for the hopes of men.

With firm resolution, therefore, we must strive to realize the full potential of our physical and spiritual resources. The world watches to see how we will use our great material assets. The destiny of a major portion of this world depends upon our success in directing our physical effort by the spiritual compass of wisdom, courage, and faith.

The winds of doctrine swirl about us and the tides of change are at the full. I am convinced, however, that America will stand fast. I know it will continue to plan with wisdom, to act with courage, and to go forward with the faith that has made it the rock of freedom.

The great and inspiring fact about America is that its citizens can plan and work together for the common good, their horizons of hope unlimited by the cold ambitions of the state. It is within their power to build the future of

their choice. And, if they build on faith in themselves, and in their country, neither the hazards of postwar change, nor Communism, greed, can stay them from their goals.

The opportunity we enjoy in America today belongs to us all. It is not the exclusive property of any class or segment of society. This opportunity is ours in trust. There is only one way by which we can discharge this trusteeship with the honor and integrity that will make it proof against the tides of change now sweeping the world. That way is through the sincere co-operation of Government, Labor, Business, and Agriculture to sustain our way of life and to develop its magnificent promise for the future.

This is a four-way partnership in which each one has a vital role to play. As I see it, the role of business is:

1. To lower prices wherever possible
2. To continue sound wage policies
3. To increase productivity in co-operation with Labor
4. To develop new products; new methods; new services
5. To have an eagerness for enterprise; a willingness to expand; and a revitalized initiative.

This is the platform on which we can build, if we abandon our fox-holes of fear and regain the faith that made America — faith in ourselves, faith in our ability, and faith in our future.

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Lever Brothers has this faith and is putting it into action. It is my privilege to tell you that we are backing our faith in America with cash — \$55,000,000! Twenty-five million dollars of this sum will be spent on a new plant in Los Angeles county — beginning today!

As Woodrow Wilson once said, "America is not anything, if it consists of each of us. It is something only if it consists of all of us; and it can consist of all of us only when our spirits are banded together in a common enterprise."

Today, our common enterprise is clear — let us go forward together, and, by bold action, reaffirm our faith in America and in ourselves — we, the people, who are America.

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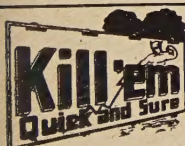
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An excited housewife demanded a personal interview with the postmaster of a large Western city.

"Your department is completely inefficient," she told him. "A week ago my husband left here to complete a big business deal in New York. This morning I received a letter from him, and some idiot in your department postmarked it 'Atlantic City.'"

Jimmie: "What is middle age, Dad?"

Father: "Middle age, my son, is that period in a man's life when he'd rather not have a good time than have to get over it."

The futility of riches is taught very plainly, both in the Bible and in the income tax blank.

Jimmie carried the following excuse to the teacher the next morning: "Please excuse Jimmy from being absent. He had a new baby brother. It was not his fault."

A young interne, who walked past the psychiatric ward each morning and watched one of the inmates go through the motions of winding up and pitching an imaginary ball, was asked by one of his friends why he stopped daily and watched the act.

"If things keep on going the way they are," he answered, "I'll be in there catching for that guy, and I want to get onto his curves."

A lawyer came to London to locate a young woman who had fallen heir to a large fortune. The police were called in to aid in the search, and placed the case in the hands of a clever and personable young detective. Several weeks passed by without any information, and the lawyer was beginning to feel concerned over the matter, when the young detective appeared and smilingly informed him he had located the heiress.

"Where is she?" asked the lawyer.

"At my place," replied the detective. "I married her yesterday."

During an intense love scene in the movies, when the hero was doing the Charles Boyer stuff, wifey nudged hubby and whispered, "Why is it that you never make love to me like that?"

"Say," he replied, "do you happen to know that guy gets \$10,000 a week for doing that?"

Then there was the cat who ate cheese and waited by the mouse hole with baited breath.

Farmer's wife: "This the druggist?"

"Yes, ma'am."

"Well, be sure and write plain on them labels which is for the horse and which is for my husband. I don't want nothin' to happen to that horse before Spring plowin'."

"My father always proposed a toast before he disciplined me."

"That's funny! What was it?"

"Bottoms up."

Plumber—"Sorry, sir, I've forgotten my tools."

Professor—"That's all right, my good man, I've forgotten what I wanted you for."

A much married man was trying to chisel some free advice from a lawyered friend. "Isn't there some way in which a man can avoid paying alimony?" he inquired.

"Yes," replied the lawyer. "Two. He can stay single or stay married."

"But, Betty, don't you trust me?"

"Yes, Lloyd, I'll go to the ends of the earth with you; but I absolutely refuse to park on the way."

One way to get your troubles off your mind is to be horseback riding—especially if you aren't used to it.

The man who brags, "I run things in our house," usually refers to the lawn mower, vacuum cleaner, and errands.

"Jim," said the taxi driver's friend, "Didn't you know there's a purse lying in the bottom of your cab?"

"Sure, I know it," replied Jim. "I put it there and left the door open. You have no idea how many people hop in for a short ride when they see it."

The thing most women dread about their past is its length.

Six-year-old Willie was lecturing little George, aged three, on the value of various coins in his pocket.

"Now this," he said, "is a dime. It will buy two candy bars." "This," he continued, extracting another, "is a nickel. It will buy only one candy bar."

He fished around and brought out a third coin.

"And this," he said with a faintly contemptuous air, "is a penny. All it is good for is Sunday School!"

Boy: "Grandmother, can you help me with this problem?"

Grandmother: "I could, dear, but I don't think it would be right."

Boy: "Maybe it wouldn't, but take a crack at it, anyway."



"Now watch out for my folks — they're boy crazy!"